# The Navy Values Community:
## Results of the 1993 Navy Core Values Survey

Herbert George Baker
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# The Navy Values Community:
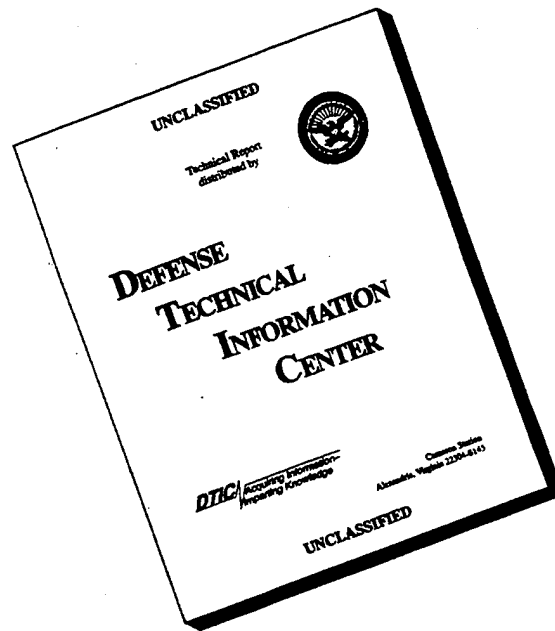# Results of the 1993 Navy Core Values Survey

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13. ABSTRACT (Maximum 200 words)

    This report contains a management summary of the results of the 1993 Navy Core Values (NCV) Survey. Sample characteristics are presented. Discussion focuses on response patterns which provide evidence of strong consensus and congruence of individual opinions and attitudes with the Navy Core Values, and on responses which show a divergence between those two domains. Also shown are selected sub-group comparisons. The results of the survey indicate the degree to which there exists a coherent Navy values community, and also indicate targets for future efforts in values inculcation and reinforcement.

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# Foreword

The 1993 Navy Core Values Survey was developed as part of an ongoing assessment effort for the Navy Core Values Initiative, termed Project Valchek. This report documents the results of the survey and discusses implications for the Navy values community. This report is for use primarily by Navy managers.

The research was sponsored by Chief of Naval Education and Training (CNET) under reimbursable Work Unit AA 1731319.P998. Results were previously briefed to N-7, PERS-6, and Deputy CNET.

Any questions concerning this report should be directed to Herbert George Baker, Organizational Assessment and Development Division, (619) 553-7639 or DSN 553-7639.


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# Summary

## Background

In the wake of organizational turbulence, the top leaders of the Navy have launched a service-wide effort to strengthen the Navy as a values community. Through a long and careful process, the central values, which should guide the conduct of the Navy and its people, both military and civilian, have been identified and articulated. These are the Navy Core Values: Honor, Commitment, and Courage. The Navy's Core Values Initiative (CVI) subsumes three domains of action: *education efforts* to ensure that core values training, of high quality and of direct applicability to the trainee's duties in the Navy, is provided to all personnel throughout every level of the organization; *reinforcement efforts* to create a work environment conducive to rewarding adherence to the core values; and *accountability*, concentrating on leadership modeling, grievance/ redress mechanisms, and command-level assessments. Training in the Navy Core Values, a central element of the CVI, has been mandated for all personnel in the Navy, and commenced in 1992.

## Problem

Although careful planning and closely managed implementation of programs are essential to the forging of a strong Navy values community, it is only through evaluation (i.e., periodic "values check-ups") that Navy leaders can determine whether the CVI is on target and accomplishing its assigned mission in terms of: (1) receptivity by the target audiences, (2) communication of cognitive and effective content (student learning); (3) behavioral changes in the work site, and (4) beneficial fiscal and non-fiscal results to the Navy. One means of such periodic values check-ups is a Navy-wide Core Values Survey. A survey will be conducted for each of the first three years of Navy Core Values implementation, and possibly in future years as well, in part to assess the degree to which the Navy is successful in building a strong values community.

## Purpose

The purpose of the research reported herein was the development of the Navy Core Values Survey and its initial administration.

## Approach

Survey items were developed to tap the content areas of: (1) the three Navy Core Values individually, (2) personal attitudes toward the Navy Core Values, and (3) perceptions of organizational and individual adherence to the Navy Core Values. Survey items were reviewed by Chief of Naval Education and Training, and, subsequent to minor revisions, approved. Surveys were designed, developed, and printed, and the survey was mailed in June 1993 to a random sample of 10,000 Navy women and men, at sea and ashore, and across the spectra of paygrades and occupational fields (personnel with less than six months of service were excluded) drawn from the officer and enlisted master files. Returned surveys were scanned into a database and analyzed using the SPSS-X statistical package.

**Results**

Surveys completed and returned by the cutoff date totalled 3,509, with an additional 515 being returned as undeliverable, for an effective response rate of 36.9 percent. The gender distribution was 89.5 percent male, 10.5 percent female. Racial, marital, educational, and age distributions were typical for the active Navy. The sea and shore split was at 46.1 percent and 53.9 percent, respectively. More than half (61.4%) had not yet taken the Navy Core Values Training.

To facilitate use of the results by Navy managers, the response alternatives of strongly agree and agree, and strongly disagree and agree, are collapsed. Survey results are presented in three sections: Strong Consensus--items showing substantial agreement among respondents and congruence with the Navy Core Values (70% or more agree, or disagreed with a reverse-worded item); Substantial Disagreement--items indicating marked divergence of opinion among survey respondents (less than 50% agreed, or disagreed on a reverse-worded item); and Gray Areas--items on which there was a pattern of mid-range responses (51%-69% agreed, or disagreed on a reverse-worded item). All charts reflect the total sample; subgroup comparisons are commented on in the text, whenever there was a difference of 15 percent or more between any two subgroups.

**Conclusions**

The extent to which there is strong consensus on the Navy Core Values and on behaviors, which are congruent with those values, is the extent to which the Navy has succeeded in constructing its desired values community. In contrast, response patterns showing wide variance give evidence of areas where values consensus has yet to be achieved--where the values inculcation and reinforcement efforts should be targeted. Some of the responses to this survey provide targets of opportunity for clarification and trust building. Equally important are the high percentages of undecided, which are evidenced in some response patterns. In fact, the numerous response patterns showing high percentages of undecided attest to levels of uncertainty with respect to the Navy Core Values and behaviors of self and other persons, which should stem from those values. That uncertainty is in some ways even more disturbing than simple response variance. These areas of uncertainty provide additional targets for training and organizational development efforts.

Specific conclusions are as follows:

Evidence of a Coherent Values Community

1.  The Navy Core Values are seen as applicable to everyday life.

2.  There is agreement that adherence to the Navy Core Values will make the Navy a better place to work.

3.  There is strong consensus for high levels of responsibility and accountability.

4.  Dishonest or unethical actions are recognized and viewed unfavorably.

Evidence of the Need for Consensus Building

5. A substantial portion of Navy personnel cannot correctly identify the three Navy Core Values.

6. There is much uncertainty about the Navy caring for its people.

7. That loyalty and competence are rewarded is questioned.

8. Many are worried about being backed up when reporting inappropriate behaviors.

9. There are high percentages of "undecided" on some key questions.

General

1. Navy Core Values training does not divide the sample, but there is evidence of the training's positive effects in a few major areas.

2. The Navy does not show major divisions along lines of gender or race.

3. The major divisions in the Navy values community are by age and age-related factors (e.g., paygrade).

4. Generally, congruence with the Navy Core Values increases with age, paygrade, and education.

5. Generally, married personnel voice more agreement with the Navy Core Values than do single personnel, and shore-based personnel more than their shipboard counterparts.

6. Many Navy members remain skeptical about the commitment of Navy leadership to the Core Values.

7. Areas of uncertainty provide targets of opportunity for training and organizational development efforts.

8. Values inculcation and reinforcement efforts are needed in areas where strong consensus has yet to be reached.

9. More than classroom training will be needed to strengthen the Navy values community.

**Recommendations**

1. Focus indoctrination, training, and communication efforts on those areas where large numbers of Navy members show confusion and skepticism.

2. Using the results of the present survey as baseline data, conduct the 1994 readministration of the Navy Core Values Survey, and identify areas of progress and lack of progress in building a strong values community around the Navy Core Values.

3. Compare the same-item results between the Navy Core Values Survey and the Pre- and Post-Training Questionnaires.

4. Investigate and implement means of values inculcation and reinforcement in addition to formal training.

# Contents

# List of Figures

# Introduction

## Background

Values lie at the heart of the organizational universe and serve as guides to conduct for its members. Thus, an organization must become and maintain itself as a coherent values community if it is to function effectively. It is the congruence of values which permits and facilitates unit cohesion and mission accomplishment.

Furthermore, the values of the organization and its members must be congruent with those of the society in which it functions if there is to be harmonious interaction between organization and society. Societal support for the organization, and the opportunity for the organization to contribute to society depend heavily on that values congruence.

While there must always be some tolerance for values differences, and some allowance for values to change over time, there must be a set of what may be termed core values, to which the organization and all--or at least the vast majority--of its members subscribe, if the organization is to maintain its integrity. For the United States Navy, those core values must be harmonious with both the mission of the Navy and the central values of our nation. Therefore, values will ever be a central concern of Navy leaders.

Changes on both the national and international levels in recent years have called into question the values which guide the conduct of military organizations and their members. Values held by individual service members at times have appeared to be at variance with the requirements of military service. From another perspective, those values espoused by the military and those values manifested in the behavior of some military personnel have been seen as out of date, inappropriate, counter to efficiency and high productivity, devaluing of diversity or gender equality, or even of questionable ethical and moral uprightness.

In the wake of organizational turbulence, the top leaders of the Navy have launched a service-wide effort to strengthen the Navy as a values community. In 1987, a major study was launched to identify the Navy's core values. Interviews were conducted with Navy personnel drawn from numerous occupational communities, the several fleets, and from various levels within the chain of command. These men and women were asked to: (1) describe "tough situations" that posed value conflicts or ethical dilemmas; (2) characterize those persons in the Navy that they most and least admired; and (3) discuss in specific terms the values they felt the Navy represented.

From the wealth of interview material, and from subsequent discussions at the highest echelons of the Navy, there emerged three values which can be considered the hallmarks of the naval service and of the Navy person, of whatever gender, grade, or job assignment. Through a long and careful process, the central values which should guide the conduct of the Navy and its people, both military and civilian, have been identified and articulated. These are the Navy Core Values: Honor, Commitment, and Courage.

Navy Core Values are a product of the Core Values Initiative, established by the Chief of Naval Education and Training (CNET). The CVI subsumes three domains of action: education, reinforcement, and accountability. Education efforts will ensure that core values training, of high

1

quality and of direct applicability to the trainee's duties in the Navy, is provided to all personnel throughout every level of the organization. Creating a work environment conducive to rewarding adherence to the core values is essential, and will be the focus of the reinforcement effort. Finally, the accountability dimension will concentrate on leadership modeling, grievance/redress mechanisms, and command-level assessments. This integrated and comprehensive system of values inculcation, facilitation, demonstration, and monitoring will ensure the vitality of Navy core values and their daily manifestation in the actions of Navy people.

The CVI has embraced the finest traditions of the Navy, traditions which reinforce concern for the job to be done and concern for one's shipmates. However, the CVI transcends the boundaries of history and seeks to identify and institutionalize values which are consistent with the social realities of our nation, and with the needs of the Navy as it enters the 21st Century. Thus, the CVI combines roots, vision and reality.

Training in the Navy Core Values, a central element of the CVI, has been mandated for all personnel in the Navy, and commenced in 1992.

## Problem

Although careful planning and closely managed implementation of programs are essential to the forging of a strong Navy values community, it is only through evaluation (i.e., periodic "values check-ups") that Navy leaders can determine whether the CVI is on target and accomplishing its assigned mission in terms of: (1) receptivity by the target audiences; (2) communication of cognitive and affective content (student learning); (3) behavioral changes in the work site; and (4) beneficial fiscal and non-fiscal results to the Navy. One means of such periodic values check-ups is a Navy-wide Core Values Survey.

A survey will be conducted for each of the first three years of Navy Core Values implementation, and possibly in future years as well, in part to assess the degree to which the Navy is successful in building a strong values community. An initial survey administration can be considered to be the collection of baseline information. Subsequent administrations of the survey will permit tracking the course of the CVI, or, perhaps, indicate the need for course corrections.

## Purpose

The purpose of the research reported herein was the development of the Navy Core Values Survey and its initial administration.

# Approach

1. Survey items were developed to tap the content areas of:

   a. the three Navy Core Values individually;

   b. personal attitudes toward the Navy Core Values; and,

   c. perceptions of organizational and individual adherence to the Navy Core Values.

2. Survey items were reviewed by CNET, and, subsequent to minor revisions, approved.

3. Surveys were designed, developed, and printed.

4. The survey was mailed in June 1993 to a sample of 10,000 Navy women and men, at sea and ashore, and across the spectra of paygrades and occupational fields (personnel with less than six months of service were excluded). See Appendix for a copy of the 1993 Navy Core Values Survey.

5. Returned surveys were scanned into a database and analyzed using the SPSS-X statistical package.

# Results

## Response Rate

Surveys completed and returned by the cutoff date totalled 3509, with an additional 515 being returned as undeliverable, for an effective response rate of 36.9 percent (see Table 1).

### Table 1

### Survey Response

| E-1--O-7 Afloat and Ashore (Minimum 6 months service) | |
| --- | --- |
| Sent out | 10,000 |
| Returned | 3,509 |
| Undeliverable | 515 |
| Effective Response Rate | 36.9% |

## Sample Characteristics

The gender distribution was 89.5 percent male, 10.5 percent female (Figure 1). American Indian accounted for .8 percent, Asian 4.9 percent, Black 10.3 percent, and White for 78.6 percent of the sample, with 5.4 percent indicating "other," as shown in Figure 2.

Sixty-four percent were married, with 27.0 percent never having been married; 8.7 percent were separated or divorced, and .3 percent widowed (see Figure 3). Age groups were 31.2 percent 25 years or younger, 39.6 percent 26-35, 24.0 percent 36-45, 4.6 percent 46-55, and .6 percent 56 years or older (Figure 4).
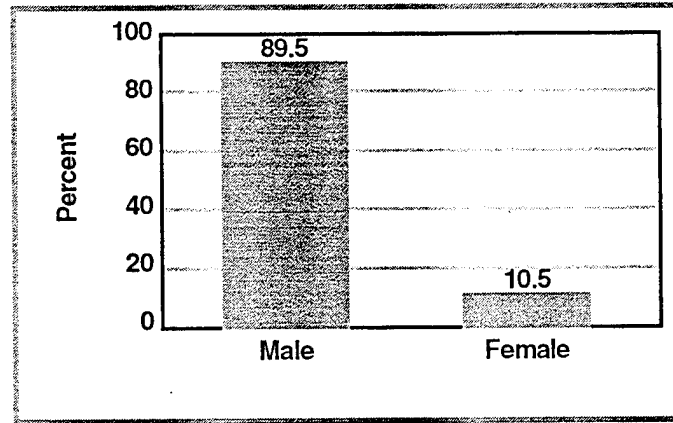
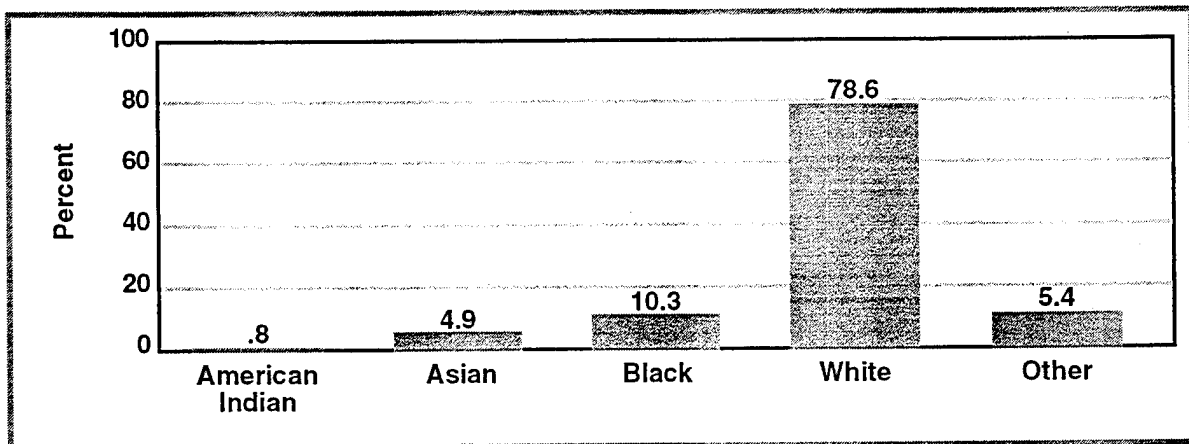**Figure 1. Gender composition of the sample.**



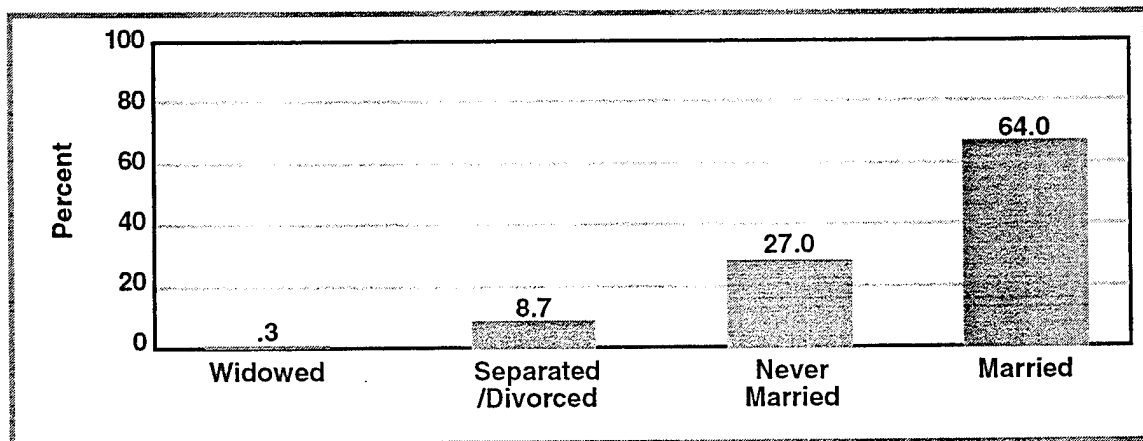**Figure 2. Racial composition of the sample.**



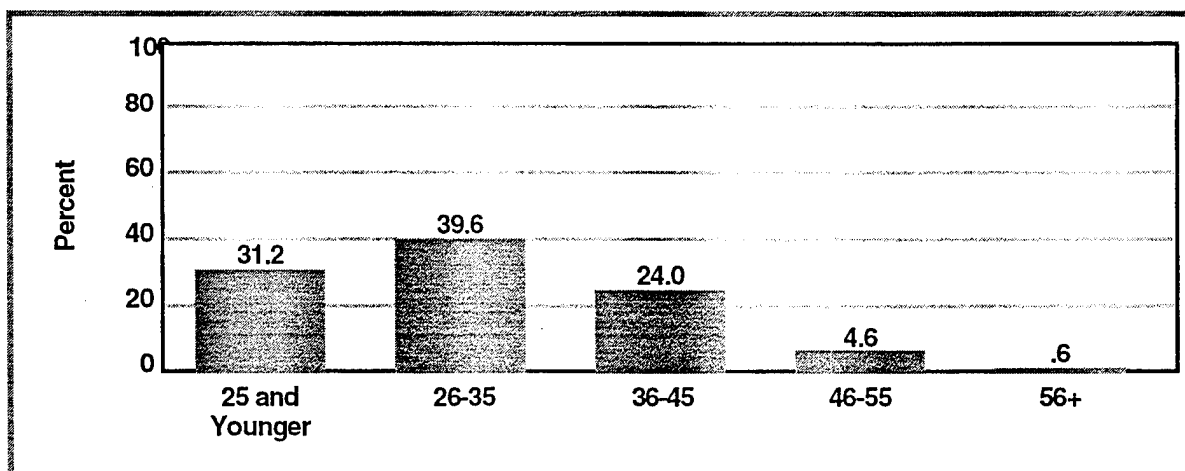**Figure 3. Marital status of the respondents.**

**Figure 4. Age group distribution in the sample.**

In Figure 5, it can be seen that paygrades were represented as follows: 24.6 percent E-1--E-4, 36.6 percent E-5--E-6, 10.3 percent E-7--E-9, 2.8 percent W-O, 19.3 percent O-1--O-4, 5.2 percent O-5--O-6, and 1.2 percent O-7 or above. Figure 6 shows the educational levels of the respondents, of whom less than five percent (4.4%) had less than high school graduate status, 32.6 percent had high school diplomas, and 34.2 percent had some college but less than four years; bachelor's, master's, and doctoral degrees were held by 18.0 percent, 8.3 percent, and 2.4 percent of the respondents, respectively.
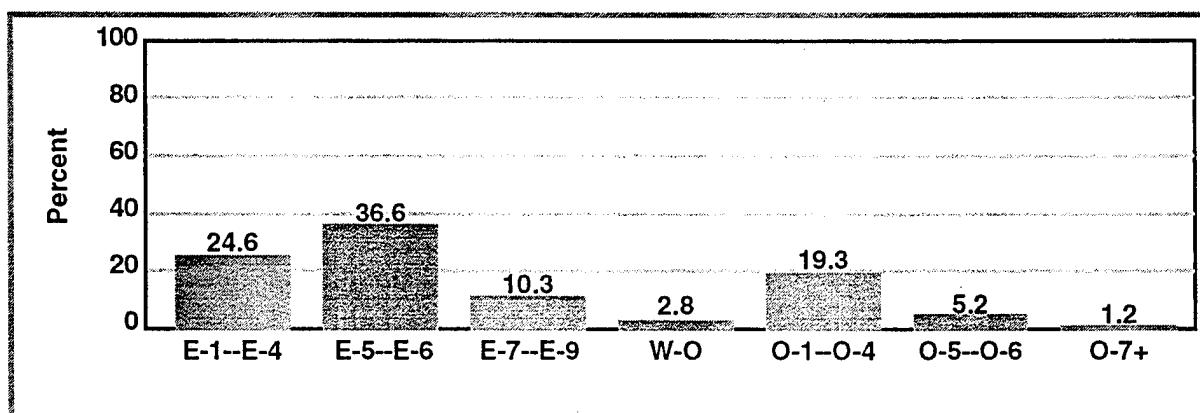


**Figure 5. Paygrade group distribution in the sample.**

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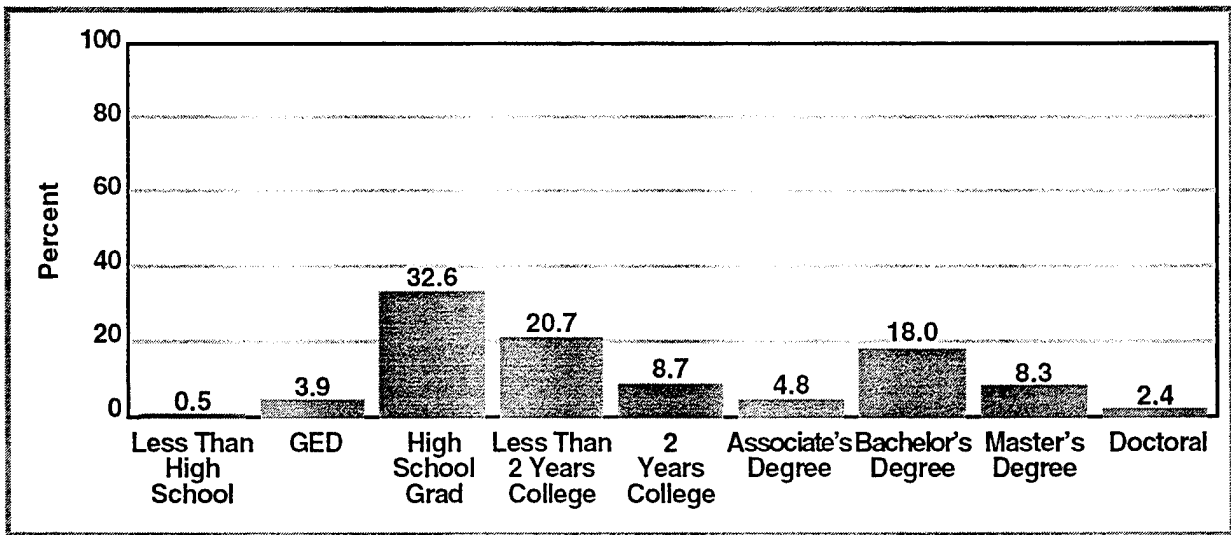
**Figure 6. Respondent education levels.**

Figure 7 portrays the sea and shore split, at 46.1 percent and 53.9 percent, respectively. More than half (61.4%) had not yet taken the Navy Core Values Training (Figure 8).
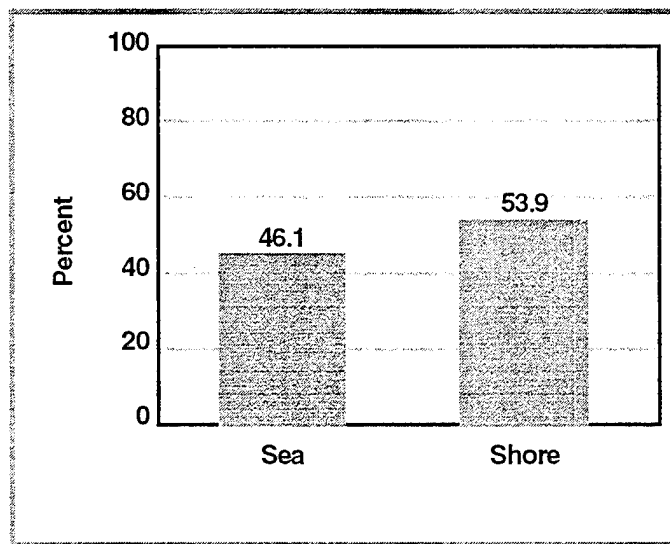


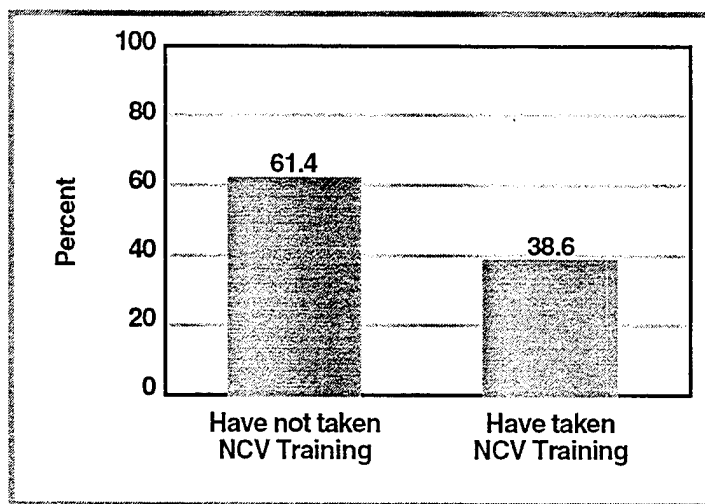**Figure 7. Sea-Shore distribution in the sample.**

**Figure 8. NCV training completion among respondents.**

## Highlights[1]

The following presents the results of the survey, divided into three sections: (a) Strong Consensus--items showing substantial agreement among respondents and congruence with the Navy Core Values (70% or more agreed, or disagreed with a reverse-worded item); (b) Substantial Disagreement--items indicating marked divergence of opinion among survey respondents (less than 50 percent agreed, or disagreed on a reverse-worded item); and (c) Gray Areas --items on which there was a pattern of mid-range responses (51%-69% agreed, or disagreed on a reverse-worded item). All charts reflect the total sample; subgroup comparisons are commented on in the text, whenever there was a difference of 15 percent or more between any two subgroups.

### Strong Consensus

Figure 9 provides information on responses to four items that address global issues in connection with the NCV. For example, in Question 1, 78.2 percent agreed that the Navy Core Values are applicable to everyday life; however, 15.5 percent were undecided. Subgroup differences: 77.6 percent of married respondents agreed, while only 58.1 percent of single respondents agreed. E-1--E-5s agreed at 66.9 percent, whereas O-1--O-4s agreed at 89.8 percent. Ages 17-24 agreed at 66.2 percent, ages 33 and above at 86.2 percent. Persons who had taken the NCV training agreed at 88.8 percent, those who had not at 71.5 percent.

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[1]This report is designed for use by Navy leadership. Agree and strongly agree, and disagree and strongly disagree responses have been collapsed to emphasize agreement and disagreement.
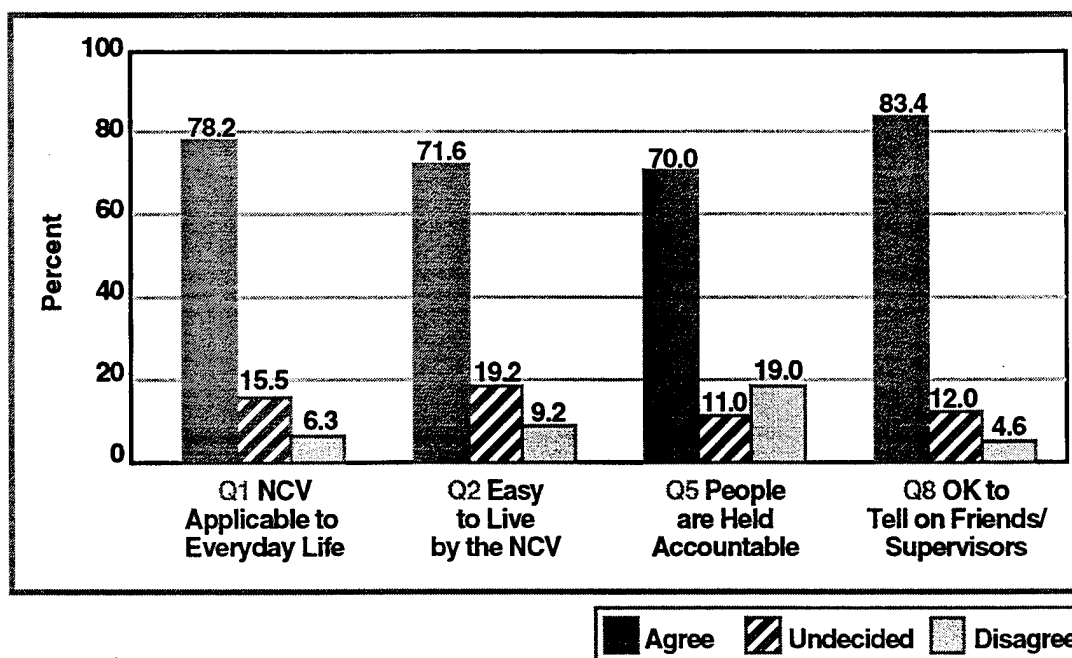
**Figure 9. Response patterns, questions 1, 2, 5, and 8.**

Question 2: Seventy-two percent (71.6%) agreed that it was easy to live by the NCV; 19.2 percent were undecided. Subgroup differences: High school or less, 60.2 percent agreed; college, 76.3 percent agreed. E-1--E-5s agreed at 57.1 percent, E-6--E-9s at 76.6 percent, and O-1--O-4s at 85.0 percent. Ages 17-24 agreed at 55.2 percent, ages 25-32 at 72.5 percent, ages 33 and older at 81.7 percent. Persons who had taken the NCV training agreed at 81.3 percent, those who had not at 65.4 percent.

Question 5: That people at their command are held accountable was agreed with by 70.0 percent, but disagreed with by 19.0 percent. Subgroup differences: none.

Finally, in Question 8, 83.4 percent felt that it was okay to testify against friends or supervisors in order that the truth be known. Subgroup differences: none.

Figure 10 continues with items of global concern. Three-fourths of the respondents to Question 12 (75.4%) agreed that adherence to the Core Values will make the Navy a better organization; however, 19.7 percent remained uncertain. Subgroup differences: E-1--E-5s agreed at 65.3 percent, E-6--E-9s at 79.8 percent, and O-1--O-4s at 84.3 percent. Ages 17-24 agreed at 63.7 percent, ages 33 and older at 82.3 percent.
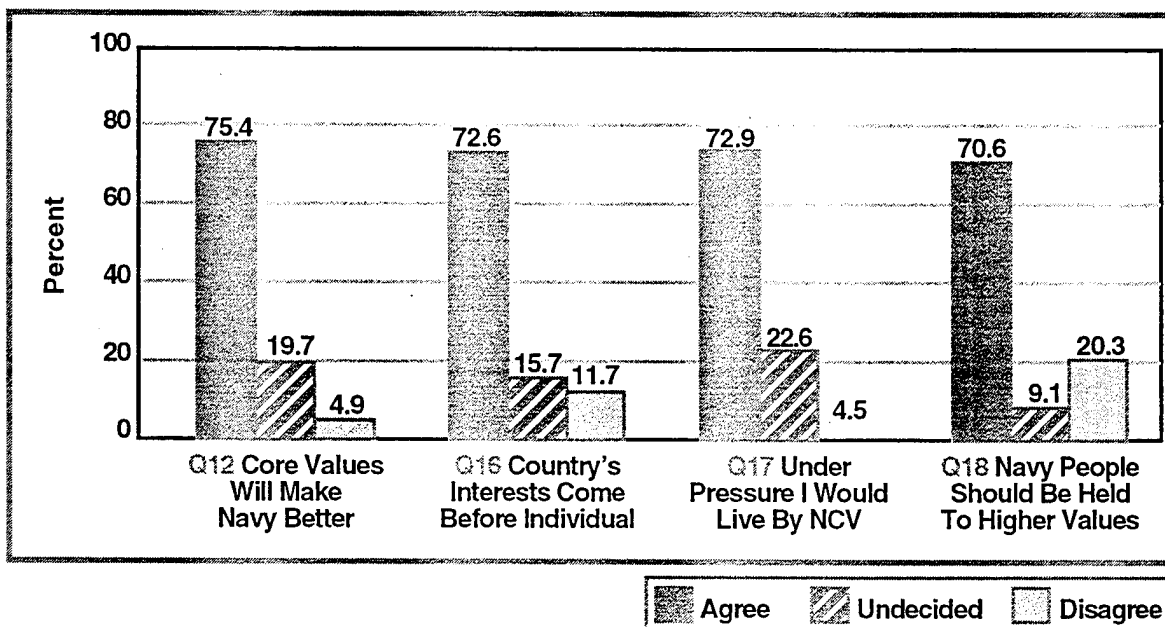
**Figure 10. Response patterns, questions 12, 16, 17, and 18.**

Service above self is evident in responses to Question 16, which states that the country's interests come before those of the individual (72.6% agreed), but surprisingly, 15.7 percent were not sure. Subgroup differences: E-1--E-5s agreed at 65.3 percent, O-1--O-4s at 82.1 percent.

"I would live by the Core Values even in the face of pressure from members of my work team" (Question 17) was agreed with by 72.9 percent of the respondents, however, more than one-fifth of the sample (22.6%) were undecided. Subgroup differences: Only 60.7 percent of the single respondents agreed, compared to 78.6 percent of the married. High school or less agreed 61.2 percent, college agreed 77.8 percent. E-1--E-5s agreed at 59.4 percent, E-6--E-9s at 78.3 percent, and O-1--O-4s at 85.7 percent. Ages 17-24 agreed at 56.9 percent, ages 25-32 at 73.8 percent, ages 33 and older at 82.8 percent.

Seventy-one percent (70.6%) thought that people in the Navy, whether military or civilian, should be held to higher standards of conduct; 20.3 percent disagreed with that statement. (Question 18) Subgroup differences: none.

Figure 11 focuses on more specific actions that manifest the values of the Navy as an organization as well as the values of Navy women and men. In Question 20, there was strong rejection of the statement that it is okay for wasteful practices to go unreported (93.4% disagreed). Subgroup differences: none.
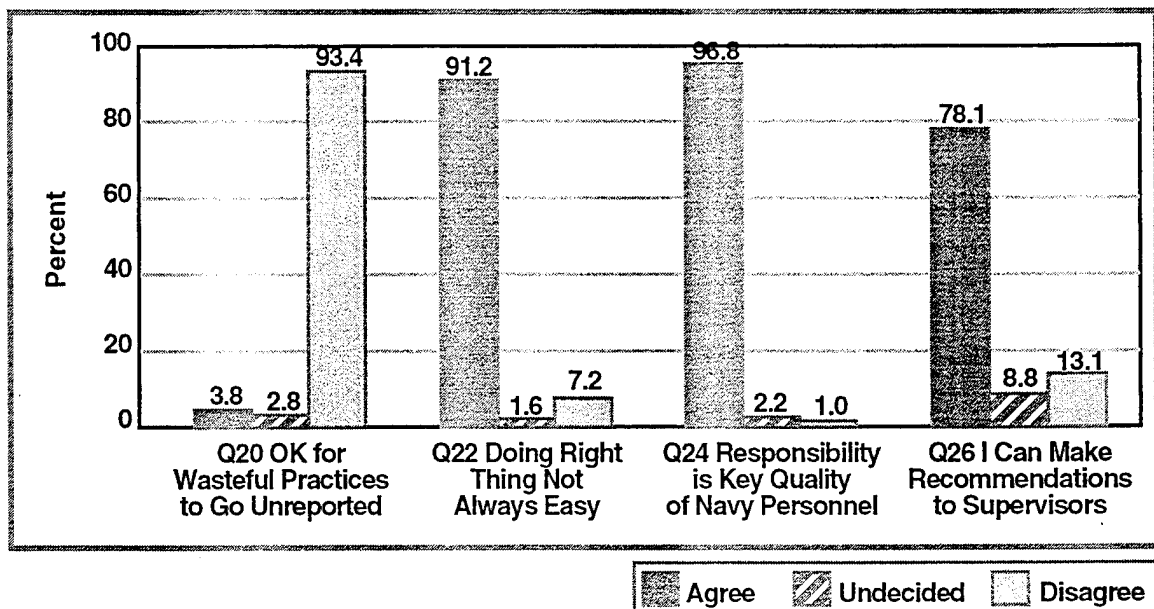
9

**Figure 11. Response patterns, 20, 22, 24, and 26.**

Question 22 shows overwhelming agreement with the statement that "Doing the right thing isn't always easy" (91.2%). Subgroup differences: none.

Overwhelming agreement also was indicated to Question 24, which states that "Responsibility is a key quality of an effective Navy man or woman, whether civilian or military" (96.8%). Subgroup differences: none.

An important indicator of trust and open communications is the 78.1 percent agreement with the statement in Question 26, "I feel I can make honest recommendations to my superiors." Subgroup differences: E-1--E-5s agreed at 69.9 percent, O-1--O-4s at 85.8 percent. Ages 17-24 agreed at 69.2 percent, ages 33 and older at 83.8 percent.

Figure 12 shows that 88.9 percent would be willing to deliver the "bad news" (Question 27). Subgroup differences: E-1--E-5s agreed at 81.0 percent, O-1--O-4s at 96.5 percent.

In Question 31, there was very strong disagreement that it's okay to be dishonest as long as it doesn't hurt anyone (90.9% disagreed). Subgroup differences: none.

Three-fourths (75.8%) of the respondents agreed that being a team player is more important than individual accomplishment, although 14.6% remained undecided (Question 32). Subgroup differences: none.

Most (87.8%) agreed that they knew the procedures for making a complaint or grievance (Question 35). Subgroup differences: none.
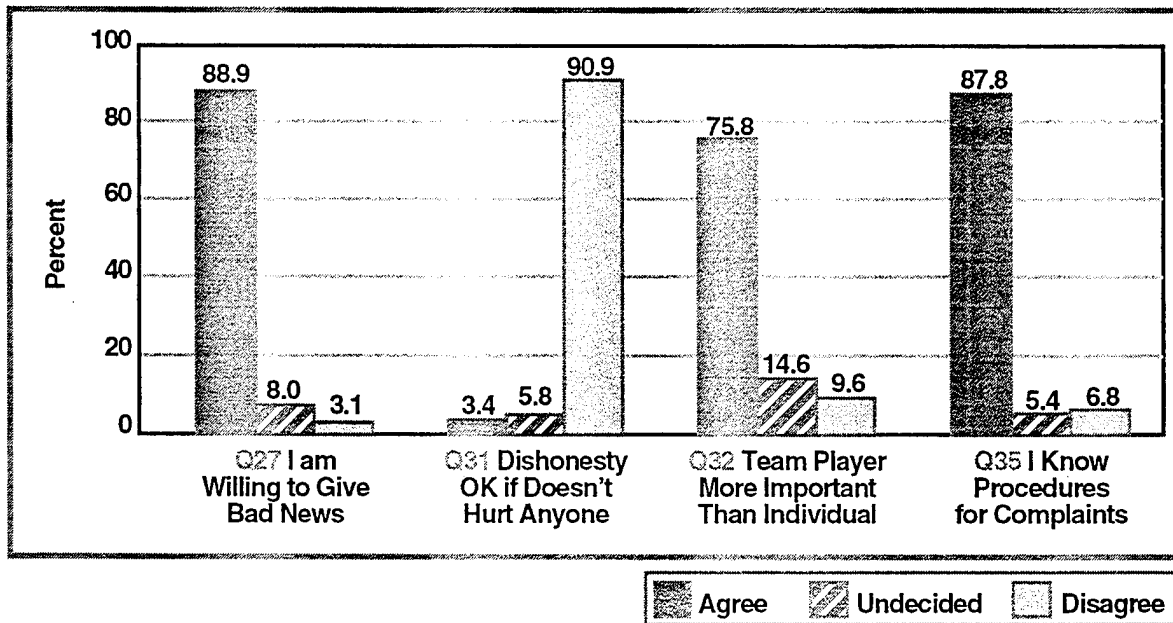
**Figure 12. Response patterns, questions 27, 31, 32, and 35.**

Figure 13 addresses elements of organizational climate. In Question 39, it can be seen that 88.6 percent disagreed that it is okay to make up unimportant details on a report. Subgroup differences: none.
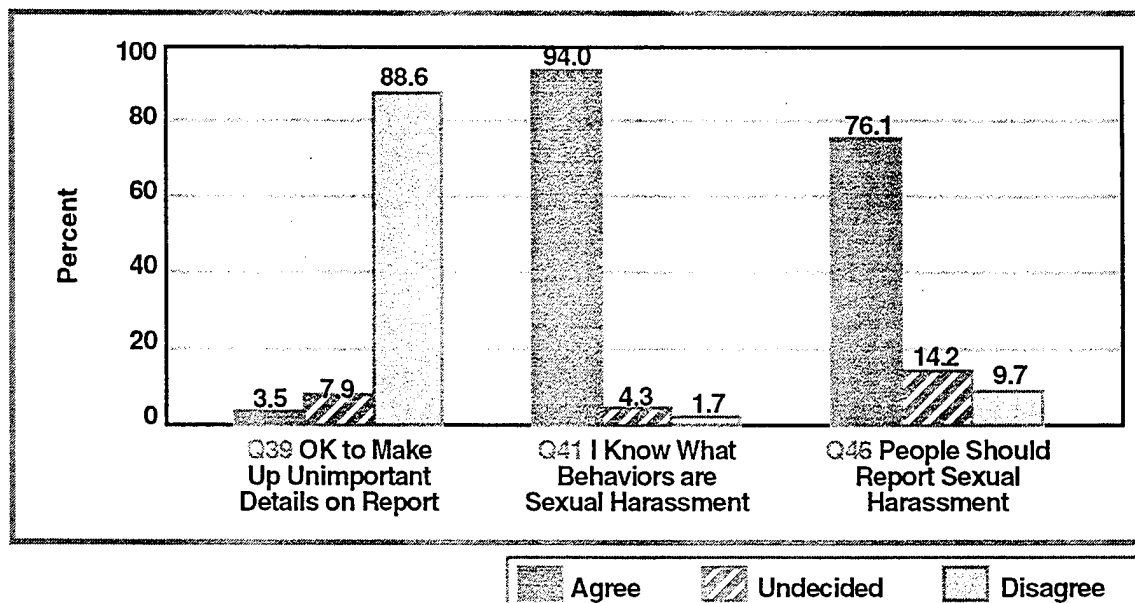


**Figure 13. Response patterns, questions 39, 41, and 46.**

11

A very high percentage (94.0%) knew what behaviors constitute sexual harassment (Question 41), but far fewer (76.1%) agreed that people should report sexual harassment (Question 46). Subgroup differences: none for either question.

Responding to the statement that sexual harassment is not covered by the Navy Core Values (Question 50), 75.4 percent disagreed; however, 21.3 percent were undecided, as shown in Figure 14. Subgroup differences: E-1--E-5s disagreed at 66.5 percent, O-1--O-4s at 86.1 percent. Ages 17-24 disagreed at 66.7 percent, ages 33 and older at 82.2 percent. Persons who had taken the NCV disagreed at 87.8 percent, those who had not at 67.5 percent.
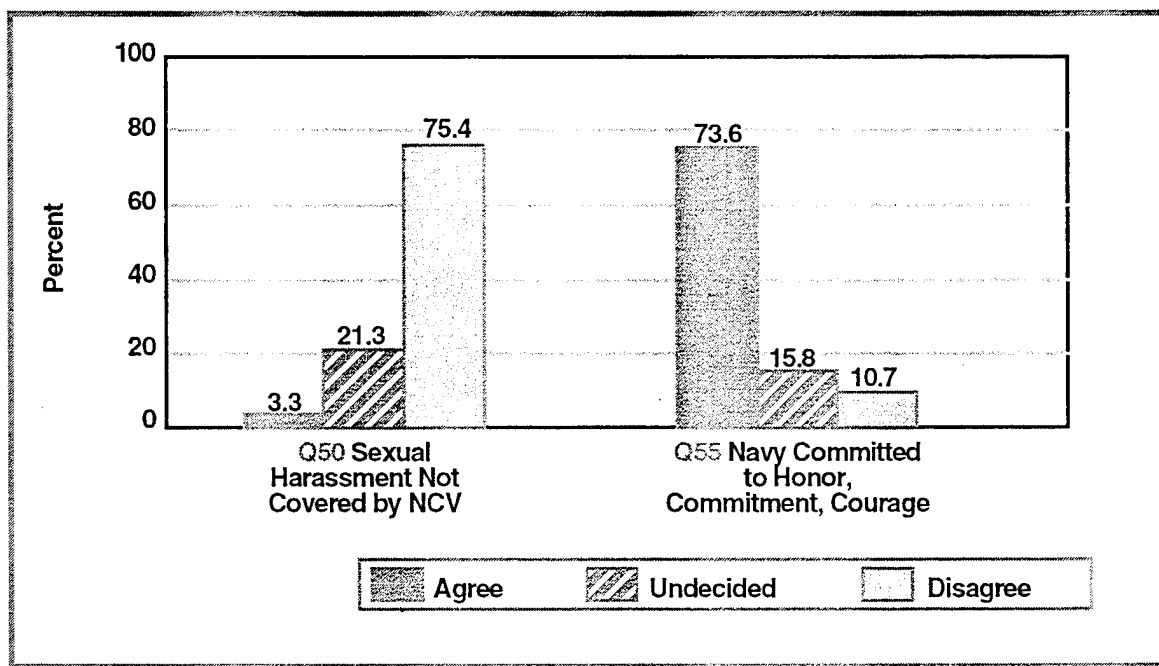


**Figure 14. Response patterns, questions 50 and 55.**

The same chart reveals that nearly three-fourths (73.6%) of the respondents agreed that the Navy is committed to high standards of honor, commitment, and courage, while 15.8 percent remained undecided on that issue (Question 55). Subgroup differences: None.

Question 62 sought to measure the respondent's ability to apply the NCV. Most (85.6%) identified the correct response ("Disciplining a minority subordinate is not a violation of the Navy's Core Values"), as seen in Figure 15. Subgroup differences: Eighty-nine percent (89.1%) of the Whites identified the correct answer, versus 68.5 percent of the Blacks. E-1--E-5s answered correctly at 76.3 percent, O-1--O-4s at 97.6 percent.

**Areas of Substantial Disagreement**

Figure 16 shows that only 45.5 percent disagreed that "This whole Core Values thing is a big over-reaction to the actions of a few people" (Question 6), while one-fourth (25.3%) agreed and many (29.0%) were undecided. Subgroup differences: E-1--E-5s disagreed at 37.5 percent,

O-1--O-4s at 53.8 percent; 36.6 percent of E-1--E-5s were undecided, vs. 20.6 percent of the O-1--O-4s.

That Navy chief petty officers live by the Core Values was agreed with by 47.7 percent, disagreed with by 21.9 percent; 30.4 percent remained undecided (Question 7). Subgroup differences: E-1--E-5s agreed at 37.0 percent, O-1--O-4s at 58.5 percent. Ages 17-24 agreed at 38.9 percent, ages 33 and older at 57.0 percent.
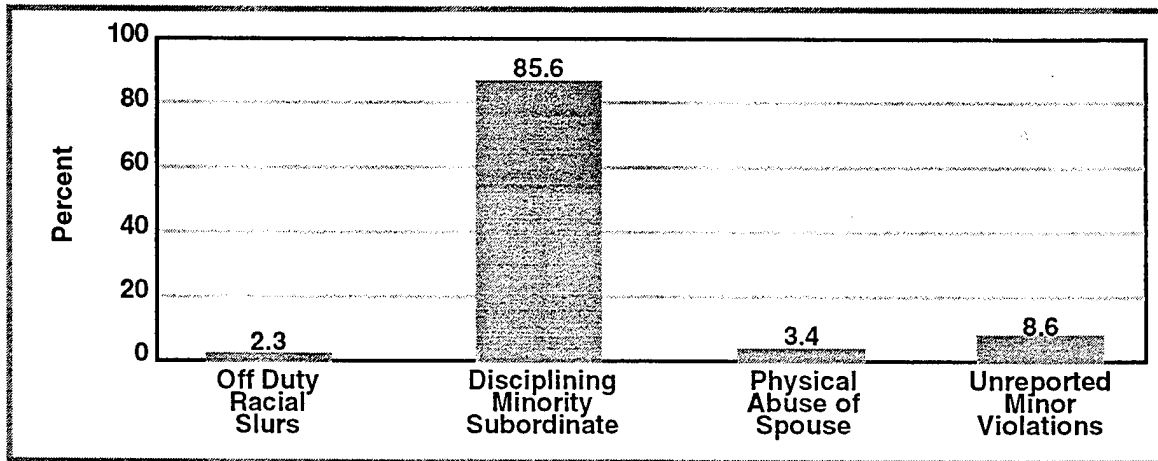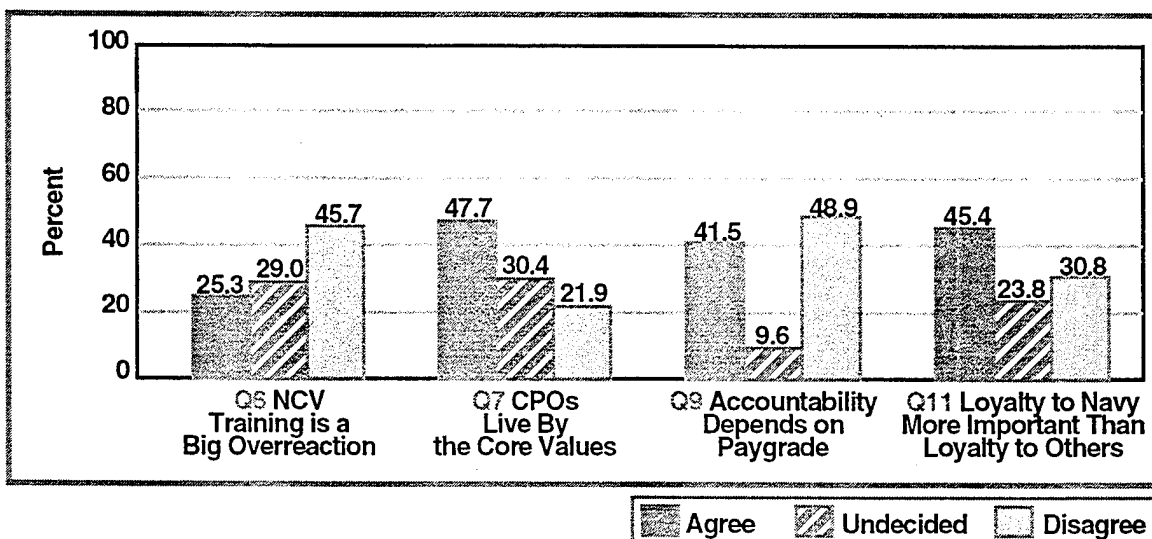


Figure 15. Response pattern, question 62.



Figure 16. Response patterns, questions 6, 7, 9, and 11.

13

In Question 9, a disturbing 41.5 percent agreed with the statement that "Whether or not you are held accountable depends on your paygrade, and who you work for," whereas 48.9 percent disagreed. Subgroup differences: E-1--E-5s disagreed at 44.3 percent, O-1--O-4s at 59.4 percent; counter to the usual pattern of responses, the E-1--E-5 and the E-6--E-9 subgroups were almost perfectly equal in agree, undecided, and disagree responses.

On the one hand, 45.4 percent agreed that loyalty to the Navy is ultimately more important than loyalty to peers, subordinates, or supervisors (Question 11); on the other hand, 30.8 percent disagreed, while many, 23.8 percent, were undecided. Subgroup differences: Ages 17-24 agreed at 35.4 percent, ages 33 and older at 55.1 percent.

Figure 17 also contains some disturbing information. Opinions that one of the best characteristics of the Navy is concern for people (Question 13) were almost equally split (42.0% agreeing, 41.2% disagreeing), with 16.8 percent undecided. Subgroup differences: E-1--E-5s agreed at 31.7 percent, O-1--O-4s at 47.1 percent. Ages 17-24 agreed at 32.5 percent, ages 33 and older at 53.0 percent.
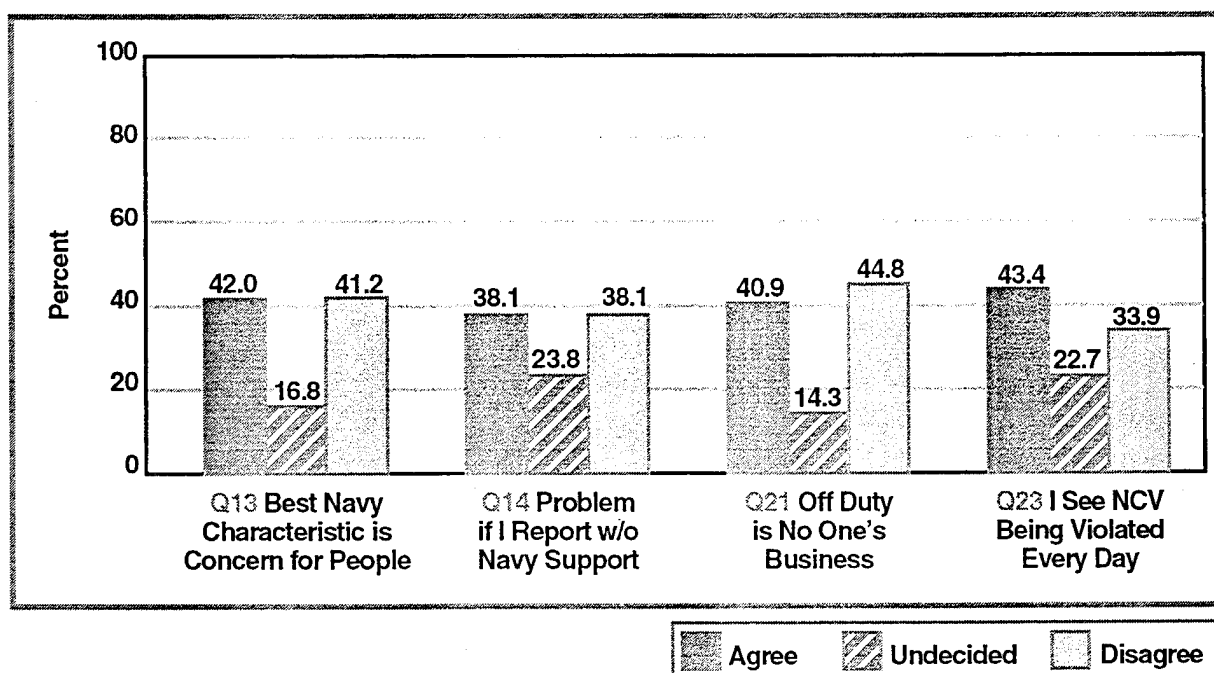


**Figure 17. Response patterns, questions 13, 14, 21, and 23.**

And there was equal division of agree and disagree on the statement in Question 14 that "if I report someone for wrongdoing, the Navy may not back me up"; 23.8 percent remained uncertain on that item. Subgroup differences: E-1--E-5s agreed at 44.7 percent, O-1--O-4s at 29.3 percent.

Question 21: A high percentage of respondents agreed that what one does off duty is no one's business (40.9%); a slightly higher percentage (44.8%) disagreed with that statement. Subgroup differences: 49.4 percent shipboard agreed; 33.7 percent ashore agreed. Married personnel: 52.6

percent disagree, 33.8 percent agree; single personnel: 27.5 percent disagree, 56.3 percent agree. High school or less agreed 54.0 percent, college agreed only 36.0 percent. E-1--E-5s, 23.6 percent disagree and 61.2 percent agree, vs. O-1--O-4s, with 66.9 percent disagreeing and 20.5 percent agreeing. Ages 17-24 agreed at 62.3 percent, ages 25-32 at 41.5 percent, ages 33 and older at 26.0 percent.

Even worse, 43.4 percent agreed with the statement that they see the Navy Core Values being violated every day (Question 23); on the same question, 33.9 percent disagreed and 22.7 percent were undecided. Subgroup differences: 39.7 percent of married disagreed, 22.3 percent of the single. E-1--E-5s disagreed at 18.2 percent, E-6--E-9s at 36.5 percent, and O-1--O-4s at 49.6 percent. Ages 17-24 agreed at 57.3 percent, ages 33 and older at 34.2 percent.

In Figure 18 can be seen respondent opinions on several items that deal with the Navy Core Values and how they play out in everyday organizational life. Forty percent (40.1%) agreed that, in their command people are honest and truthful with each other (Question 25); however, 38.2 percent disagreed and 21.7 percent were undecided. Subgroup differences: High school or less agreed 28.0 percent, college agreed 43.4 percent. Whites disagreed 36.2 percent, Blacks disagreed 52.5 percent. E-1--E-5s disagreed at 53.0 percent, E-6--E-9s at 37.8 percent, and O-1--O-4s at 19.5 percent. Ages 17-24 agreed at 25.2 percent, ages 33 and older at 51.7 percent.
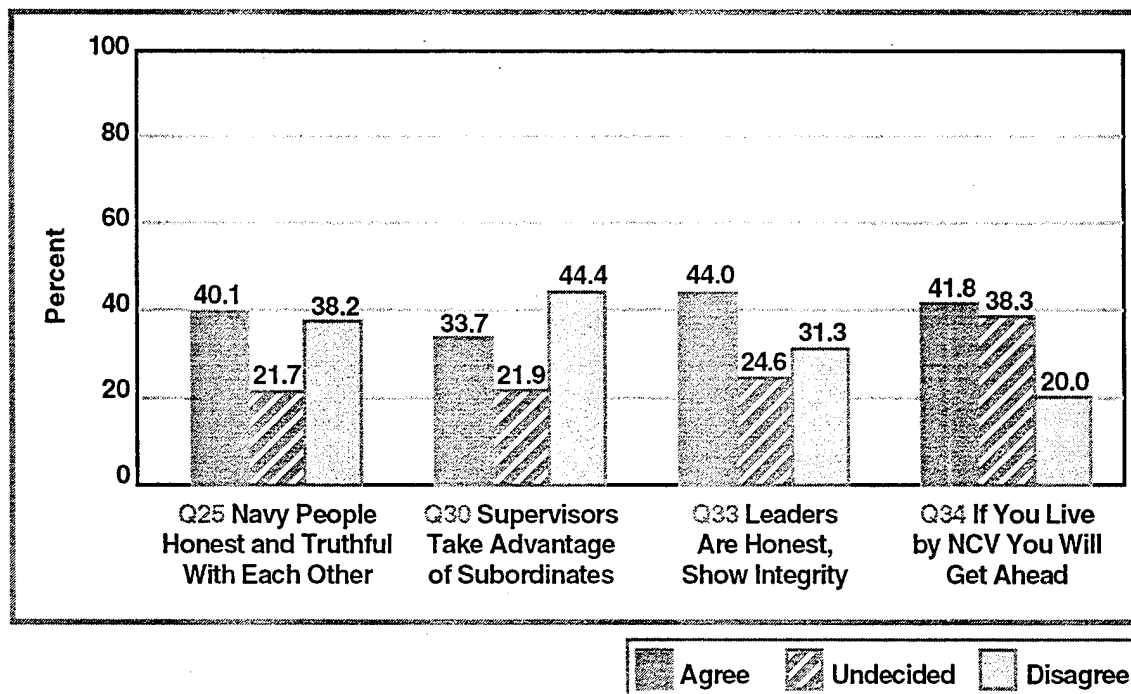


Figure 18. Response patterns, questions 25, 30, 33, and 34.

Question 30: More than one-third felt that, at their command, superiors take advantage of their subordinates to get ahead, with 44.4 percent disagreeing and 21.9 percent uncertain. Subgroup differences: Shipboard 42.7 percent agreed vs. 26.2 percent for ashore; shipboard 35.8 percent

disagreed vs. 51.8 percent ashore. Half (49.6%) of the married respondents disagreed, but only 33.2 percent of the single did. E-1--E-5s disagreed at 28.3 percent, E--6-E-9 at 44.1 percent, and O-1--O-4s at 61.4 percent. Ages 17-24 agreed at 47.8 percent, ages 33 and older at 24.0 percent.

That "Leaders at my command demonstrate honesty and personal integrity in all their dealings" (Question 33) was agreed with by 44.0 percent of the respondents; 31.3 percent disagreed and approximately one-fourth (24.6%) were undecided. Subgroup differences: E-1--E-5s agreed at 29.0 percent, O-1--O-4s at 65.2 percent. Ages 17-24 agreed at 31.0 percent, ages 33 and older at 55.4 percent.

Much uncertainty is indicated in the response to Question 34: 41.8 percent felt that if you live by the Core Values you will get ahead in the Navy; one fifth of the sample (20.0) disagreed, but 38.3 percent were undecided. Subgroup differences: None.

Substantial disagreement is again evident in the Question 40 responses shown in Figure 19. Almost evenly split were the responses to the statement that loyalty is greatly rewarded in the Navy, with 37.2 percent agreeing and 35.9 percent disagreeing; 27.0 percent were undecided. Subgroup differences: None.
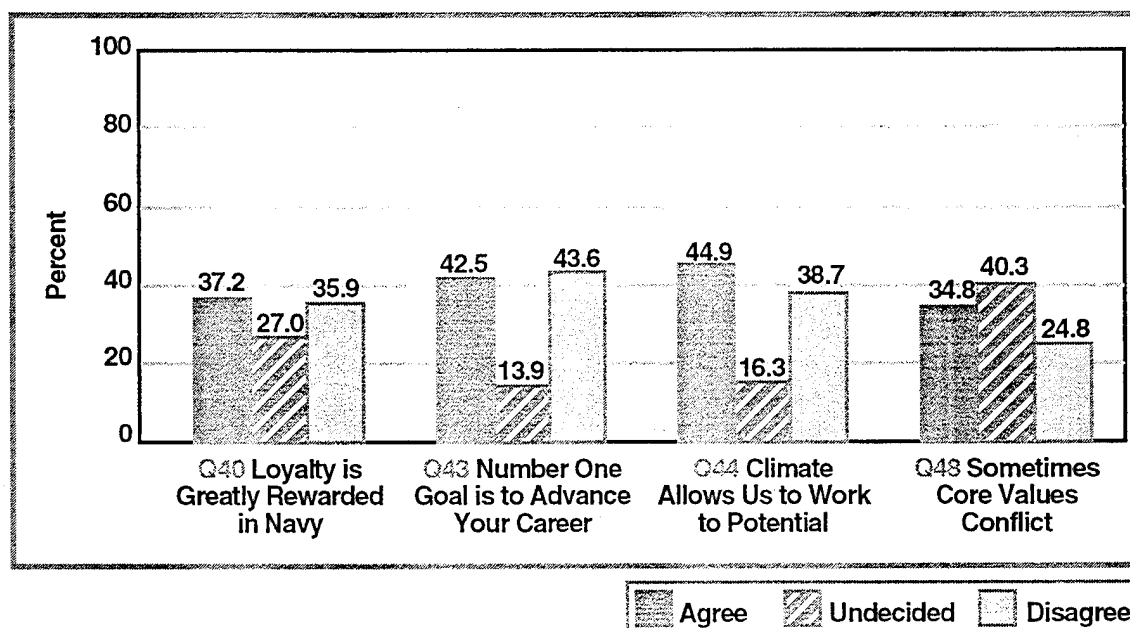


Figure 19. Response patterns, questions 40, 43, 44, and 48.

Also approaching an even split were the 42.5 percent agree and 43.6 percent disagree responses to the statement in Question 43 that the number one goal of Navy civilian or military men and women should be to advance their careers. Subgroup differences: High school or less disagreed 28.8 percent, college disagreed 47.3 percent. Whites disagreed 48.3 percent, Blacks disagreed only 24.9 percent. E-1--E-5s agreed at 60.9 percent, E-6-E-9s at 40.8 percent, and O-1--O-4s at 17.7

percent. Ages 17-24 disagreed at 24.3 percent, ages 25-32 at 42.3 percent, ages 33 and older at 57.8 percent.

Question 44: Forty-five percent (44.9%) felt that the climate at their command allowed them to work to their maximum potential, in an atmosphere of mutual respect; 38.7 percent disagreed and 16.3 percent were undecided. Subgroup differences: Shipboard 47.2 percent disagreed vs. 31.7 percent ashore; shipboard 35.4 percent agreed vs. 52.8 percent ashore. E-1--E-5s agreed at 34.0 percent, O-1--O-4s at 56.4 percent. Ages 17-24 agreed at 33.8 percent, ages 33 and older at 55.1 percent.

That one Core Value sometimes conflicts with another (Question 48) was agreed with by 34.8 percent and disagreed with by 24.8 percent, but a majority (40.3%) were undecided. Subgroup differences: E-1--E-5s agreed at 45.8 percent, O-1--O-4s at 23.6 percent. Ages 17-24 agreed at 46.2 percent, ages 33 and older at 27.7 percent.

"The top people on my base or ship get away with misconduct" was the statement in Question 52), a statement to which one-fourth (25.0%) agreed; almost half (49.0%) disagreed, but another fourth (26.0%) were undecided. Subgroup differences: E-1--E-5s disagreed at 33.9 percent, E-6--E-9s at 49.2 percent, and O-1--O-4s at 66.9 percent. Ages 17-24 disagreed at 35.0 percent, ages 33 and older at 60.5 percent.

Asked in Question 57 if most Navy people already follow the Core Values, 48.5 percent of the respondents agreed, 23.4 percent disagreed, and 28.1 percent were undecided. Subgroup differences: 53.5 percent of the married respondents agreed, compared to only 38.0 percent of the single. E-1--E-5s agreed at 34.9 percent, O-1--O-4s at 63.2 percent. Ages 17-24 agreed at 33.4 percent, ages 33 and older at 60.8 percent. (See Figure 20.)
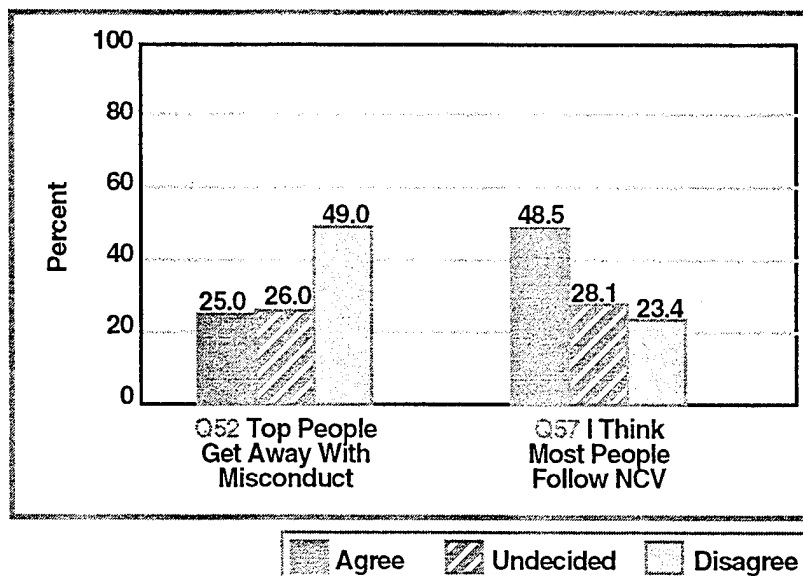


Figure 20. Response patterns, questions 52 and 57.

17

**Gray Areas**

As shown in Figure 21, sixty-nine percent (69.0%) agreed that the Navy values honesty (Question 3), while 16.9 percent disagreed. Subgroup differences: none.
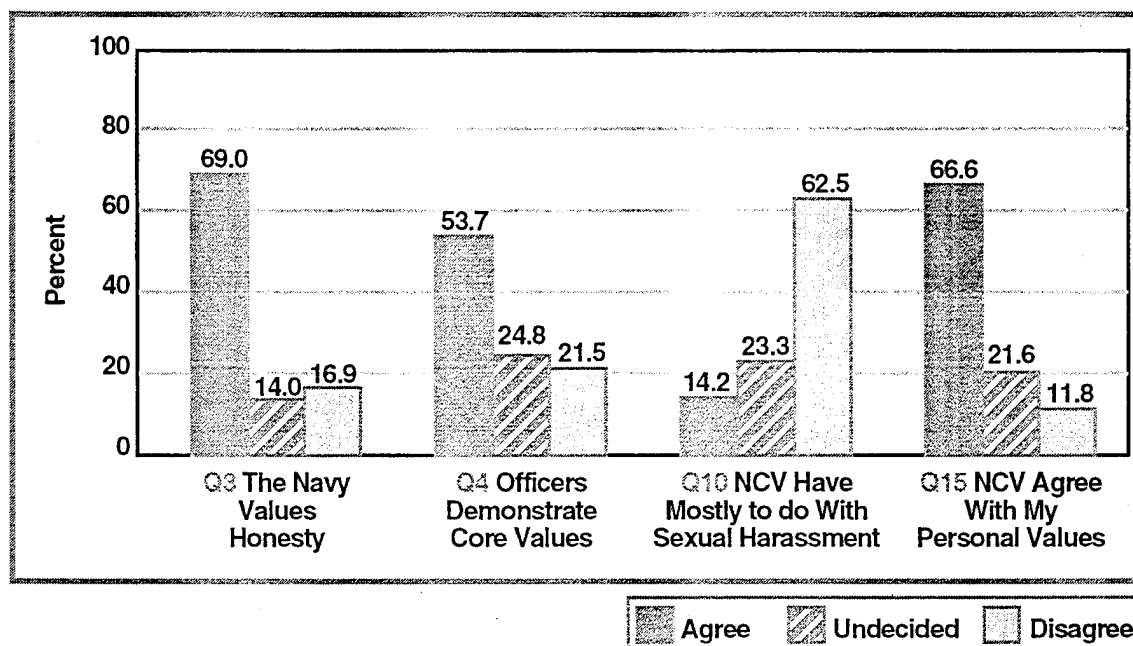


**Figure 21. Response patterns, questions 3, 4, 10, and 15.**

Only half of the respondents agreed that officers at their command demonstrate the Core Values in their everyday actions (Question 4); 21.5 percent disagreed and 24.8 percent were undecided. Subgroup differences: E-1--E-5s agreed at 42.1 percent, O-1--O-4s at 71.5 percent. Ages 17-24 agreed at 44.4 percent, ages 33 and older at 61.7 percent.

That the NCV have mostly to do with sexual harassment was disagreed with by 62.5 percent; 23.3 percent were undecided (Question 10). Subgroup differences: Ages 17-24 disagreed at 51.1 percent, ages 33 and older at 69.5 percent.

In Question 15, two-thirds (66.6%) felt that the NCV agreed with their personal values; however, 21.6 percent remained undecided. Subgroup differences: The agreement was 73.0 percent by married, 53.4 percent by single. High school or less agreed 50.3 percent, college agreed 73.8 percent. Whites agreed 69.9 percent, while Blacks agreed only 50.1 percent. E-1-E-5s agreed at 48.3 percent, E-6--E-9s at 72.2 percent, O-1--O-4s at 85.7 percent. Ages 17-24 agreed at 46.0 percent, ages 25-32 at 67.2 percent, ages 33 and older at 80.0 percent. Persons who had taken the NCV training agreed at 77.9 percent, those who had not at 59.5 percent.

The four questions which are the subject of Figure 22 all have very mixed response patterns. That their leaders demonstrate ethical behavior and commitment to the Core Values (Question 19) was agreed with by only 55.6 percent of the respondents; 20.8 percent disagreed and 23.7 percent

were undecided. Subgroup differences: E-1--E-5s agreed at 44.2 percent, O-1--O-4s at 72.5 percent. Ages 17-24 agreed at 46.1 percent, ages 33 and older at 63.1 percent.
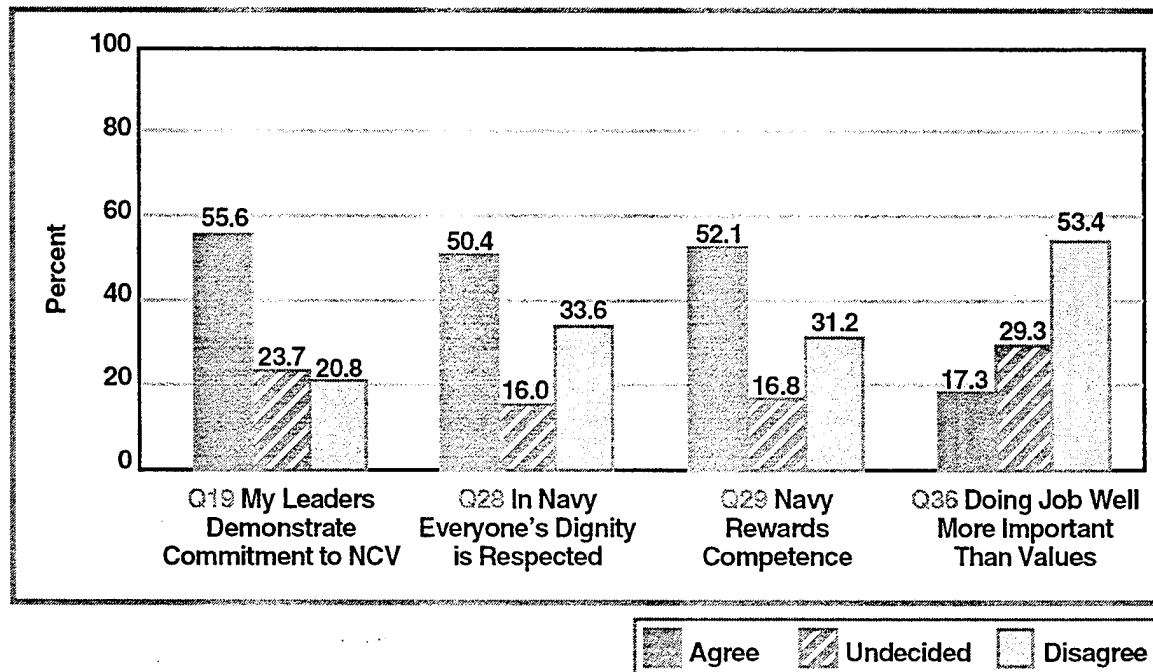


**Figure 22. Response patterns, questions 19, 28, 29, and 36.**

In Question 28, only half (50.4%) agreed that, in the Navy, the dignity of each person is respected, without regard to race, sex, religion, or cultural background, 33.6 percent disagreeing and 16.0 percent being undecided. Subgroup differences: E-1--E-5s agreed at 39.1 percent, O-1--O-4s at 63.7 percent. Ages 17-24 agreed at 38.5 percent, ages 33 and older at 58.6 percent.

Fifty-two percent (52.1%) felt that the Navy rewards competence--the ability, skills, and motivation to do the job (Question 29), while 33.6 percent disagreed and 16.8 percent were undecided. Subgroup differences: E-1--E-5s agreed at 42.1 percent, O-1--O-4s at 60.9 percent.

Disagreeing with the statement in Question 36 that Core Values are not as important as doing your job well were 53.4 percent; 17.3 percent agreed with that statement, and 29.3 percent were uncertain. Subgroup differences: 59.3 percent of the married disagreed, only 40.9 percent of the single disagreed at 40.4 percent, E-6--E-9s at 60.0 percent. Ages 17-24 disagreed at 37.4 percent, ages 33 and older at 65.3 percent.

Three of the questions in Figure 23 address the quality of Navy personnel. "Navy people are highly competent." That statement in Question 37 was agreed with by 54.7 percent of the respondents, 22.4 percent disagreed, and 22.9 percent were undecided. Subgroup differences: Only 44.0 percent of the single personnel agreed, compared to 59.9 percent of the married. E-1--E-5s agreed at 37.3 percent, E-6--E-9s at 58.7 percent, O-1--O-4s at 73.2 percent. Ages 17-24 agreed at 37.3 percent, ages 33 and older at 68.5 percent.
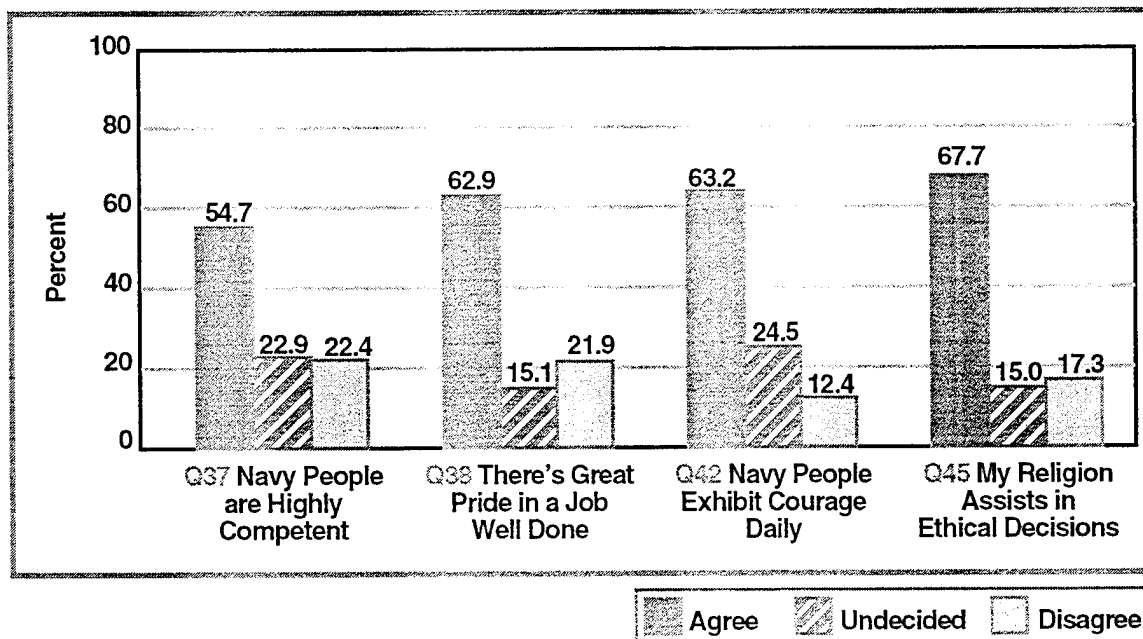
19

**Figure 23. Response patterns, questions 37, 38, 42, and 45.**

Sixty-three percent (62.9%) agreed that, at their command, there is great pride in a job well done (Question 38), while 21.9 percent disagreed and 15.1 percent were undecided. Subgroup differences: E-1--E-5s agreed at 51.1 percent, O-1--O-4s at 74.2 percent. Ages 17-24 agreed at 49.7 percent, ages 33 and older at 73.4 percent.

Nearly a fourth of the sample (24.5%) indicated "undecided" in response to the statement "I see Navy people exhibiting courage in the small things of life everyday" (Question 42) Sixty-three percent (63.2%) agreed with that statement, 12.4 percent disagreed. Subgroup differences: E-1--E-5s agreed at 54.1 percent, O-1--O-4s at 71.6 percent. Ages 17-24 agreed at 53.0 percent, ages 33 and older at 70.6 percent.

The fourth question (#45) reported on in Figure 23 shows 67.7 percent agreeing that their religion assists them in making ethical decisions, 17.3 percent disagreeing, and 15.0 percent being undecided. Subgroup differences: E-1--E-5s agreed at 61.2 percent, O-1--O-4s at 78.0 percent.

Leadership is the topic addressed in Figure 24. Fifty-eight percent (58.0%) agreed with the statement in Question 47: "Accountability, holding oneself to the highest standards of personal conduct and decency, is a trait of most Navy leaders at my command"; 21.6 percent disagreed and 20.4 percent were undecided. Subgroup differences: E-1--E-5s agreed at 46.0 percent, O-1--O-4s at 73.5 percent. Ages 17-24 agreed at 46.8 percent, ages 33 and older at 67.1 percent.
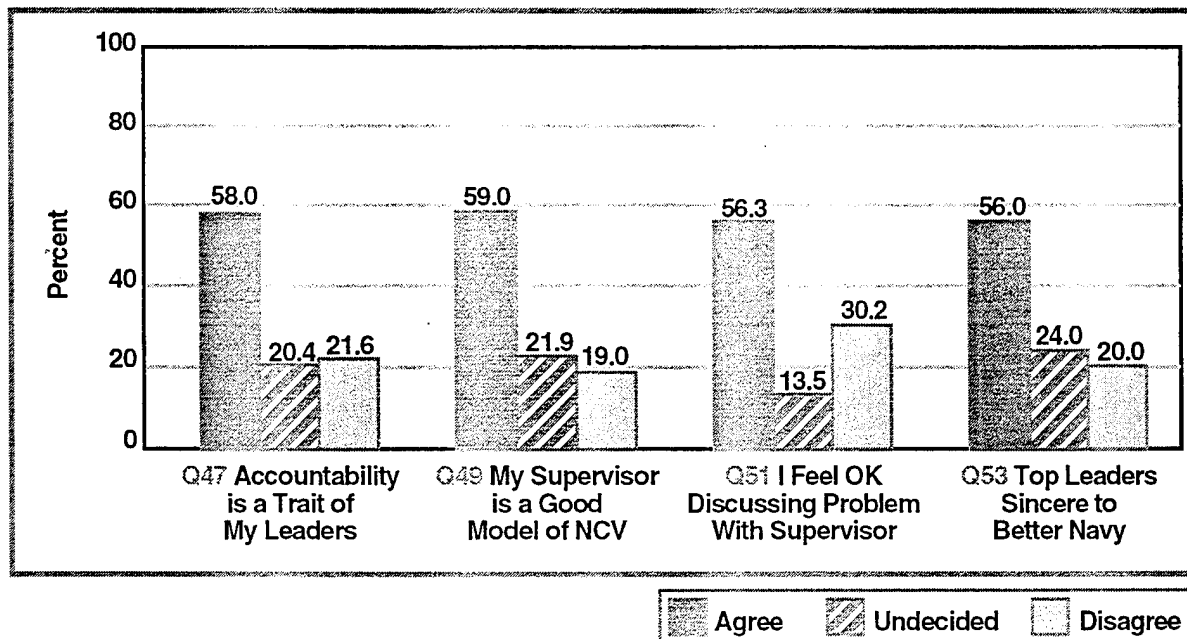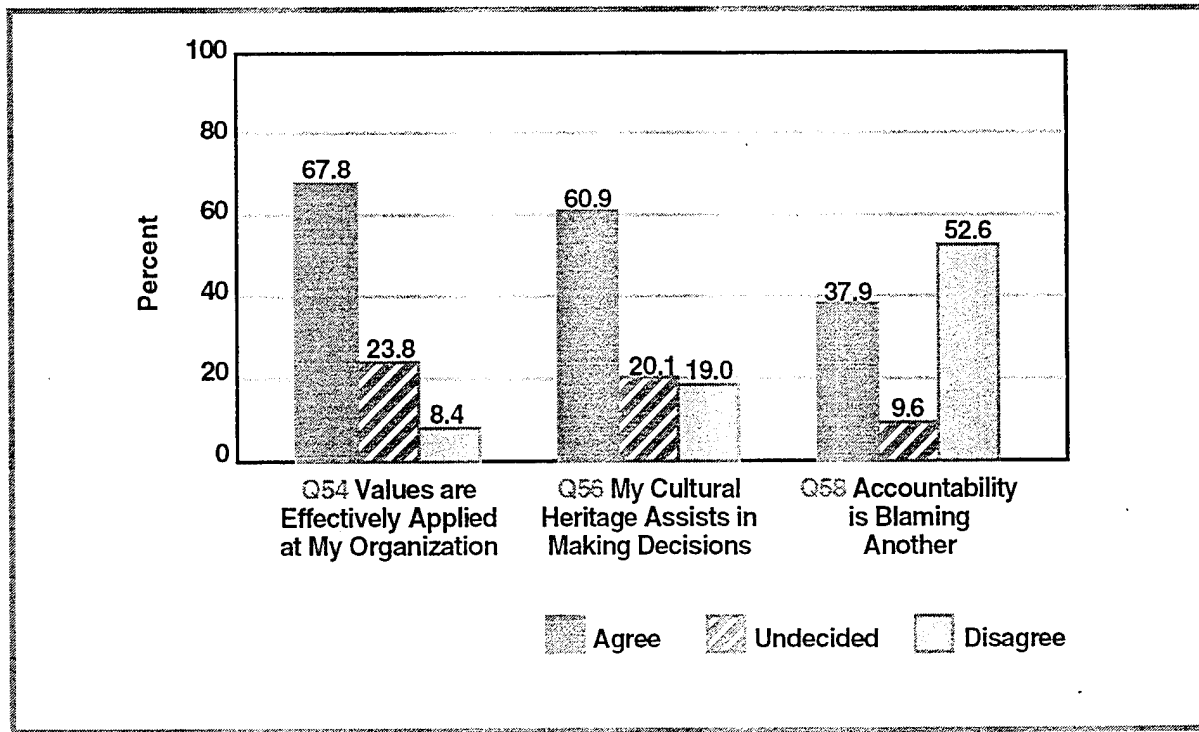
**Figure 24. Response patterns, questions 47, 49, 51, and 53.**

That their supervisor was a good model of the NCV (Question 49) was agreed with by 59.0 percent, but 19.0 percent disagreed and 21.9 percent were undecided. Subgroup differences: E-1--E-5s agreed at 49.0 percent, O-1--O-4s at 70.6 percent. Ages 17-24 agreed at 49.9 percent, ages 33 and older at 66.9 percent.

In Question 51, almost a third (30.2%) did not feel comfortable discussing a problem with their supervisor; 56.3 percent said they did. Subgroup differences: Ages 17-24 agreed at 47.1 percent, ages 33 and older at 63.6 percent.

And there were 56.0 percent who felt that top Navy leaders were sincere in trying to make the Navy a better place to work (Question 53); 20.0 percent disagreed and 24.0 percent remained undecided. Subgroup differences: none.

As shown in Figure 25, almost seven out of 10 (67.8%) felt that values could be effectively applied at their organizations (Question 54), but 23.8 percent were unsure. Subgroup differences: E-1--E-5s agreed at 56.2 percent, O-1--O-4s at 78.5 percent. Ages 17-24 agreed at 55.3 percent, ages 33 and older at 77.3 percent.

Figure 25. Response patterns, questions 54, 56, and 58.

In response to Question 56, six out of 10 (60.9%) felt that their cultural heritage assisted them in making ethical, moral, and/or difficult life decisions; 19.0 percent felt it did not, and 20.1 percent were uncertain. Subgroup differences: none.

More than half (52.6%) disagreed with the statement in Question 58 that "Accountability is just another way of saying who is to blame when something goes wrong," but 37.9 percent agreed. Subgroup differences: High school or less disagreed 40.8 percent, college disagreed 56.9 percent. E-1--E-5s disagreed at 37.6 percent, E-6--E-9s at 58.4 percent. Ages 17-24 disagreed at 36.7 percent, ages 25-32 at 51.5 percent, ages 33 and older at 64.1 percent.

The responses to two questions are portrayed in Figure 26. More than half (51.4%) the respondents agreed that sometimes you have to bend or break the rules in order to get the job done (Question 59); 32.3 percent felt you did not, and 16.3 percent were undecided. Subgroup differences: none.
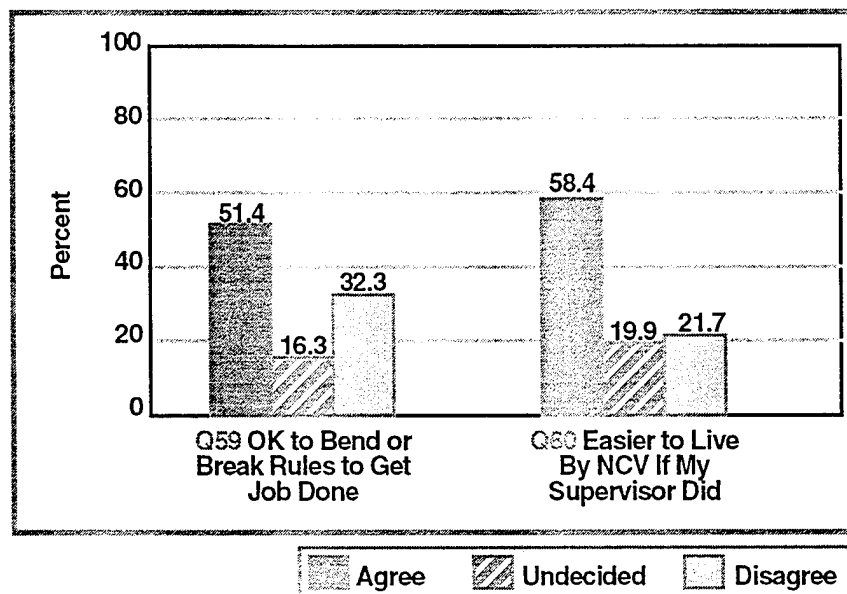
**Figure 26. Response patterns, questions 59 and 60.**

In Question 60, fifty-eight percent (58.4%) agreed that it would be a lot easier to live by the NCV if they saw their superiors doing the same thing, while 21.7 percent disagreed, and 19.9 percent were undecided. Subgroup differences: none.

Question 61 was meant to measure how well the three Navy Core Values were known by members of the Navy community (see Figure 27). Sixty percent (60.2%) correctly identified the three: Honor, Commitment, and Courage. Twenty-one percent (21.4%) chose an incorrect alternative: Tradition, Honor, and Courage. Subgroup differences: E-1--E-5s chose the correct response at 52.9 percent, O-1--O-4s at 68.9 percent.
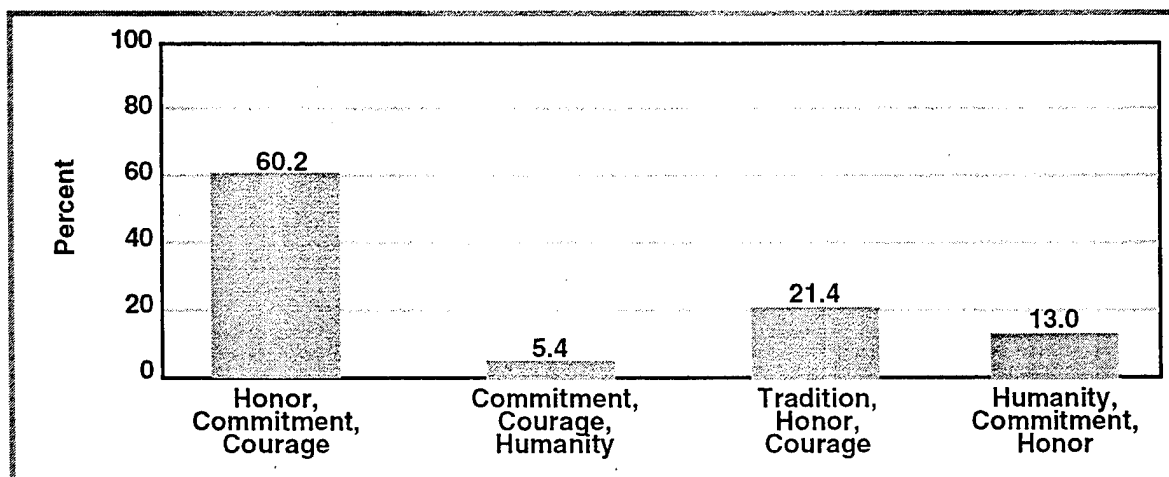


**Figure 27. Response pattern, question 61.**

# Discussion

The extent to which there is strong consensus on the Navy Core Values and on behaviors which are congruent with those values is the extent to which the Navy has succeeded in constructing its desired values community. Evidence for success can be seen in the responses which show that Navy men and women believe the Core Values are applicable to their world, and that adherence to those values will make the Navy a better place to work. There is, in general, strong value consensus for high levels of responsibility and accountability in Navy people, and there is evidence that certain dishonest or unethical actions (e.g., falsifying information on a report) are recognized and not viewed favorably.

In contrast, response patterns showing wide variance give evidence of areas where values consensus has yet to be achieved--where the values inculcation and reinforcement efforts should be targeted. Some of the responses to this survey provide targets of opportunity for clarification and trust building. Whether or not the Navy really cares for its people, really rewards loyalty and competence, and will really back up its people who report inappropriate behavior are all areas of substantial disagreement.

Equally important are the high percentages of undecided which are evidenced in some response patterns. In fact, the numerous response patterns showing high percentages of undecided attest to levels of uncertainty with respect to the Navy Core Values and behaviors of self and other persons which should stem from those values. That uncertainty is in some ways even more disturbing than simple response variance. It would seem that many need to be convinced of the Navy's full commitment to its Core Values and to those actions which must be taken to reinforce them. These areas of uncertainty provide additional targets for training and organizational development efforts.

That only six out of ten could correctly identify the Navy Core Values might stem from confusion caused when the Core Values were modified some time ago (the original NCV were different, and one of those original values was "tradition"). However, given the level of organizational turbulence and the adverse attention garnered by the Navy in recent times, more widespread knowledge of those values could be hoped for. No doubt the NCV training will alleviate some of this lack of knowledge. However, other means of values inculcation, promulgation, and reinforcement are perhaps called for to augment the formal course training. It may be that Navy Core Values training should eventually be distributed throughout the training continua, rather than concentrated in a single formal training course as at present.

This first administration of the Navy Core Values Survey collected baseline data which will be used for comparison with data from follow-up surveys. Responses to the survey questions indicate the degree to which there is agreement on important ethical and values-laden issues facing service members today, and hold important implications for the building of a values community. Future research includes analysis of pre- and post-training questionnaires for the NCV training first year of implementation, year two and year three readministrations of the NCV Survey, and other means of assessing the strength of the Navy values community. Evidence of positive changes in response patterns will be one of the awaited results of those future research efforts.

# Conclusions

Evidence of a Coherent Values Community

1. The Navy Core Values are seen as applicable to everyday life.

2. There is agreement that adherence to the Navy Core Values will make the Navy a better place to work.

3. There is strong consensus for high levels of responsibility and accountability.

4. Dishonest or unethical actions are recognized and viewed unfavorably.

Evidence of the Need for Consensus Building

1. A substantial portion of Navy personnel cannot correctly identify the three Navy Core Values.

2. There is much uncertainty about the Navy caring for its people.

3. That loyalty and competence are rewarded is questioned.

4. Many are worried about being backed up when reporting inappropriate behaviors.

5. There are high percentages of "undecided" on some key questions.

General

1. Navy Core Values training completion does not divide the sample, but there is evidence of the training's positive effects in a few major areas.

2. The Navy does not show major divisions along lines of gender or race.

3. The major divisions in the Navy values community are by age and age-related factors (e.g., paygrade).

4. Generally, congruence with the Navy Core Values increases with age, paygrade, and education.

5. Generally, married personnel voice more agreement with the Navy Core Values than do single personnel, and shore-based personnel more than their shipboard counterparts.

6. Many Navy members remain skeptical about the commitment of Navy leadership to the Core Values.

7. Areas of uncertainty provide targets of opportunity for training and organizational development efforts.

8. Values inculcation and reinforcement efforts are needed in areas where strong consensus has yet to be reached.

9. More than classroom training will be needed to strengthen the Navy values community.

## Recommendations

1. Focus indoctrination, training, and communication efforts on those areas where large numbers of Navy members show confusion and skepticism.

2. Using the results of the present survey as baseline data, conduct the 1994 and 1995 read-ministrations of the Navy Core Values Survey, and identify areas of progress and lack of progress in building a strong values community around the Navy Core Values.

3. Compare the same-item results between the Navy Core Values Survey and the Pre- and Post-Training Questionnaires.

4. Investigate and implement means of values inculcation and reinforcement in addition to formal training.

# Appendix

# 1993 Navy Core Values Survey

# Navy Core Values Survey

We are asking for your opinions and attitudes regarding the Navy Core Values, and Navy life in general. Your assistance will be of great help to the Navy and is most appreciated. There are no right or wrong answers. We want YOUR opinions.

## Privacy Act Statement

Public Law 93-579, called the Privacy Act of 1974, requires that you be informed of the purposes and uses to be made of the information collected. The information requested herein is collected under the authority of 5 United States Code 301, and will be used to measure the attitudes of naval personnel towards the Core Values.

Providing information in this form is completely voluntary. The information you provide will NOT become part of your permanent record and will NOT be used to make decisions about you which will affect your career in any way. It will be used for statistical purposes only.

**Thank you for your assistance! And now, please read carefully the instructions given below and complete the questionnaire.**

## MARKING INSTRUCTIONS
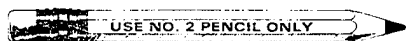
USE NO. 2 PENCIL ONLY

**CORRECT MARK:** ●

**INCORRECT MARK:** ⊗  ⊘  ⊘  ⊖

* USE NO. 2 PENCIL ONLY
* Do not use ink, ballpoint or felt tip pens.
* Erase cleanly and completely any changes you make.
* Make black marks that fill the circle.
* Do not make stray marks on the form.
* Write the numbers in the boxes at the top of the block.
* Fill in the corresponding circles below.

### EXAMPLE

**What is your favorite color?**
○ Red
● Blue
○ Green
○ Purple

## BEFORE YOU BEGIN. . .

Please indicate today's date in the boxes below. First, print the day's date in the row of boxes provided. Then blacken the corresponding circle under the number you printed.

| Year | Month | Day |
|------|-------|-----|
| ⬜⬜ | ⬜⬜ | ⬜⬜ |

1. **What is your gender?**
   O Male
   O Female

2. **What was your age on your last birthday?** ⟶ Years

3. **Are you:**
   O White
   O Black/African American
   O Asian
   O American Indian
   O Other

4. **What is your ethnic background?**
   O Mexican, Chicano, Mexican-American
   O Puerto Rican
   O Cuban
   O Other Spanish/Hispanic
   O Japanese
   O Chinese
   O Korean
   O Vietnamese
   O Asian Indian
   O Filipino
   O Pacific Islander (Guamanian, Samoan, etc.)
   O Eskimo/Aleut
   O Other not listed above_____
   O None of the above

5. **What is your highest level of education?**
   O Less than high school
   O High school equivalency (GED)
   O High school degree graduate
   O Less than two years of college
   O Two years or more of college, no degree
   O Associate's Degree
   O Bachelor's Degree
   O Master's Degree
   O Doctoral or professional degree

6. **What is your current marital status?**
   O Married
   O Never been married
   O Separated/divorced
   O Widowed

7. **What is your pay grade?**

   | | | |
   |---|---|---|
   | O E-1 | O W-2 | O O-1 |
   | O E-2 | O W-3 | O O-2 |
   | O E-3 | O W-4 | O O-3 |
   | O E-4 | O W-5 | O O-4 |
   | O E-5 | O O-1E | O O-5 |
   | O E-6 | O O-2E | O O-6 |
   | O E-7 | O O-3E | O O-7 and above |
   | O E-8 | | |
   | O E-9 | | |

8. **What is your current military status?**
   O USN
   O USNR
   O Civilian employee

9. **Where is your current billet?**
   O At sea
   O Ashore

10. **What is the geographical location of your current assignment?**
    O Alaska or Hawaii
    O CONUS (continental U.S., excluding Alaska and Hawaii)
    O Europe
    O Far East
    O Caribbean
    O Middle East
    O South or Central America
    O Other _____

11. **Have you taken the Navy Core Values training?**
    O Yes
    O No

12. **How long have you been in your current assignment?**

    Years    Months

2

## How much do you AGREE or DISAGREE with each statement?

| | Strongly agree | Agree | Undecided | Disagree | Strongly disagree |
|---|---|---|---|---|---|

1. Navy Core Values are applicable to everyday life........................................ ○○○○○

2. I find it easy to live by the Core Values.............................................. ○○○○○

3. The Navy values honesty................................................................. ○○○○○

4. Officers at my command demonstrate the Core Values in their everyday actions. ○○○○○

5. At my command, people are held accountable for their actions........................... ○○○○○

6. This whole Core Values thing is a big over-reaction to the actions of a few people....................................................................................... ○○○○○

7. Navy chief petty officers (CPOs) live by the Core Values.............................. ○○○○○

8. It's okay to testify against friends or supervisors, if need be, in order that the truth be known............................................................................. ○○○○○

9. Whether or not you are held accountable depends on your paygrade, or who you work for................................................................................ ○○○○○

10. The Navy Core Values have mostly to do with sexual harassment...................... ○○○○○

11. Loyalty to the Navy is ultimately more important than loyalty to my peers, subordinates and supervisors.............................................................. ○○○○○

12. I think adherence to the Core Values will make the Navy a better organization... ○○○○○

13. One of the best characteristics of the Navy is concern for people....................... ○○○○○

14. The problem is that if I report someone for wrongdoing, the Navy may not back me up..................................................................................... ○○○○○

15. The Navy Core Values agree with my personal values................................... ○○○○○

16. The interests of our country come before the interests of the individual.............. ○○○○○

17. I would live by the Core Values even in the face of pressure from members of my work team............................................................................... ○○○○○

18. People in the Navy, whether military or civilian, should be held to higher standards of conduct than people outside the Navy....................................... ○○○○○

19. My leaders demonstrate ethical behavior and commitment to the Core Values... ○○○○○

20. I think it's okay to allow wasteful or inefficient practices to continue without being reported............................................................................ ○○○○○

21. What you do while off duty is no one's business........................................ ○○○○○

3

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## How much do you AGREE or DISAGREE with each statement?

| | Strongly agree | Agree | Undecided | Disagree | Strongly disagree |
|---|---|---|---|---|---|

22. Doing the right thing isn't always easy............................................................. ○ ○ ○ ○ ○

23. I see the Navy Core Values being violated everyday............................................ ○ ○ ○ ○ ○

24. Responsibility is a key quality of an effective Navy man or woman, whether civilian or military...................................................................................................... ○ ○ ○ ○ ○

25. In my command, people are honest and truthful in their dealings with each other. ○ ○ ○ ○ ○

26. I feel I can make honest recommendations to my superiors.................................. ○ ○ ○ ○ ○

27. I am willing to deliver the "bad news" even when it's unpopular............................ ○ ○ ○ ○ ○

28. In the Navy, the dignity of each person is respected, without regard to race, sex, religion, or cultural background...................................................................................... ○ ○ ○ ○ ○

29. The Navy rewards competence - the ability, skills, and motivation to do the job... ○ ○ ○ ○ ○

30. At my command, superiors take advantage of their subordinates to get ahead... ○ ○ ○ ○ ○

31. It's okay to be dishonest as long as it doesn't hurt anyone................................... ○ ○ ○ ○ ○

32. Being a team player is more important than individual accomplishment.............. ○ ○ ○ ○ ○

33. Leaders at my command demonstrate honesty and personal integrity in all their dealings.................................................................................................................. ○ ○ ○ ○ ○

34. If you live by the Core Values, you will get ahead in the Navy............................. ○ ○ ○ ○ ○

35. I know the procedures for making a complaint or grievance.................................. ○ ○ ○ ○ ○

36. Core Values are not as important as doing your job well....................................... ○ ○ ○ ○ ○

37. Navy people are highly competent....................................................................... ○ ○ ○ ○ ○

38. At my command, there is great pride in a job well done........................................ ○ ○ ○ ○ ○

39. It's okay to make up unimportant details on a report............................................ ○ ○ ○ ○ ○

40. Loyalty is greatly rewarded in the Navy............................................................... ○ ○ ○ ○ ○

41. I know what behaviors constitute sexual harassment............................................ ○ ○ ○ ○ ○

42. I see Navy people exhibiting courage in the small things of life everyday............. ○ ○ ○ ○ ○

43. The number one goal of Navy civilian or military men and women should be to advance their careers.......................................................................................... ○ ○ ○ ○ ○

44. The climate at my command allows all of us to work to our maximum potential, in an atmosphere of mutual respect.................................................................... ○ ○ ○ ○ ○

4

How much do you AGREE or DISAGREE with each statement?

|  | Strongly agree | Agree | Undecided | Disagree | Strongly disagree |
|---|---|---|---|---|---|

45. My religious heritage/spiritual faith assists me in making ethical, moral, and/or difficult life decisions......................................................................... ○○○○○

46. People should always report others who engage in sexual harassment............... ○○○○○

47. Accountability, holding oneself to the highest standards of personal conduct and decency, is a trait of most Navy leaders at my command.............................. ○○○○○

48. Sometimes one Navy Core Value conflicts with another...................................... ○○○○○

49. My supervisor is a good model of the Navy Core Values................................... ○○○○○

50. Sexual harassment is not covered by the Navy Core Values.............................. ○○○○○

51. I would feel comfortable discussing any problem with my supervisor................... ○○○○○

52. The top people on my base or ship get away with misconduct............................. ○○○○○

53. Top Navy leadership is sincere in its efforts to make the Navy a better place to work.............................................................................................................. ○○○○○

54. Core Values can be effectively applied within my organization or command......... ○○○○○

55. The Navy is committed to high standards of honor, commitment, and courage..... ○○○○○

56. My cultural heritage assists me in making ethical, moral, and/or difficult life decisions........................................................................................................... ○○○○○

57. I think most Navy people already follow the Core Values.................................... ○○○○○

58. Accountability is just another way of saying who is to blame when something goes wrong...................................................................................................... ○○○○○

59. Sometimes you have to bend or break the rules in order to get the job done........ ○○○○○

60. It would be a lot easier to live by the Core Values if I saw my superiors doing the same........................................................................................................... ○○○○○

**Please answer the following questions by choosing the BEST SINGLE response and filling in the corresponding circle.**

61. **Which of the following are the three stated Core Values for the Navy?**
    ○ honor, commitment, and courage
    ○ commitment, courage, and humanity
    ○ tradition, honor, and courage
    ○ humanity, commitment, and honor

62. **Which of the following is not a violation of the Navy's Core Values?**
    ○ uttering racial slurs while off duty or not at work
    ○ disciplining a minority subordinate
    ○ physically abusing your spouse
    ○ not reporting minor violations of the rules

5

63. Is there anything else you would like to tell us?

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**Thank you for your assistance!**

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